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**THE CONSUMER PERCEPTION OF BRAND CRISIS RESPONSE STRATEGY,
BRAND REPUTATION, CORPORATE RE-BRANDING, AND BRAND
LOYALTY.**



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ABSTRACT

Sustaining brand loyalty is the key success for the survival of any organisation. Maintaining brand loyalty becomes more challenging during a crisis. A slight mistake in responding to the brand crisis will jeopardise the brand image of the organisation. Despite the seriousness of the issue, little is understood how brand crisis response strategy could influence post-crisis brand loyalty. This study investigated the relationship between brand crisis response strategy, namely primary crisis response strategy, secondary crisis response strategy and corporate rebranding of the brand loyalty after the brand crisis occurred. Brand reputation was also taken into consideration as a mediator. The research framework of this study was developed based on the Situational Crisis Communication Theory and the Reciprocity Theory. Personally administered questionnaires were used in collecting the data from the flight passengers in Northern Malaysia with a sample size of 384 respondents. The PLS-SEM was employed to analyse the data. The findings revealed that brand crisis response strategy and corporate rebranding have significant relationships to brand loyalty. Brand reputation mediates the relationship between brand crisis response strategy and corporate rebranding of the brand loyalty. The results of this research have further strengthened the theory and related literature on brand loyalty and put forward recommendations for structuring the comprehensive brand crisis response strategy. This study proposes theoretical and practical contributions for academics and professionals. The limitations of the study have been addressed, and some valuable suggestions for future research are presented.

Keywords: Brand loyalty, brand reputation, brand crisis response strategy and corporate rebranding

ABSTRAK

Kunci kejayaan untuk kelangsungan setiap organisasi ialah mengekalkan kesetiaan jenama dan hal ini menjadi lebih mencabar terutamanya apabila berlakunya krisis. Kesilapan kecil dalam tindak balas kepada krisis jenama akan menjejaskan imej jenama bagi organisasi. Isu ini merupakan satu isu yang serius. Namun, pemahaman mengenai cara tindak balas krisis yang dapat mempengaruhi kesetiaan jenama pascakrisis masih kurang dikaji. Oleh itu, kajian ini bertujuan untuk mengenal pasti hubungan di antara strategi tindak balas krisis jenama yang dinamakan sebagai strategi tindak balas krisis utama dan strategi tindak balas krisis kedua serta penjenamaan semula korporat terhadap kesetiaan jenama selepas krisis jenama berlaku. Reputasi jenama telah diambil kira sebagai pengantara. Kerangka kajian ini telah dibangunkan berdasarkan "*Situational Crisis Communication Theory*" dan "*Reciprocity Theory*". Data dikumpulkan melalui soal selidik daripada penumpang penerbangan di bahagian utara Malaysia dengan sampel saiz sebanyak 384 orang responden. PLS-SEM telah digunakan untuk menganalisis data tersebut. Dapatan kajian menunjukkan bahawa strategi tindak balas krisis jenama dan penjenamaan semula korporat mempunyai hubungan yang signifikan kepada kesetiaan jenama. Selain itu, reputasi jenama mempunyai kesan pengantara di antara strategi tindak balas krisis jenama dan penjenamaan semula korporat terhadap kesetiaan jenama. Hasil kajian ini telah mengukuhkan lagi teori dan sorotan kajian yang berkaitan kesetiaan jenama serta mengemukakan cadangan untuk penstrukturan strategi tindak balas krisis jenama secara menyeluruh. Kajian ini memberi sumbangan secara teori dan praktikal untuk ahli akademik serta profesional. Batasan kajian untuk kajian ini telah dinyatakan, dan beberapa cadangan yang berharga untuk kajian akan datang juga telah dicadangkan.

Katakunci: Kesetiaan jenama, reputasi jenama, strategi tindak balas krisis jenama dan penjenamaan semula korporat

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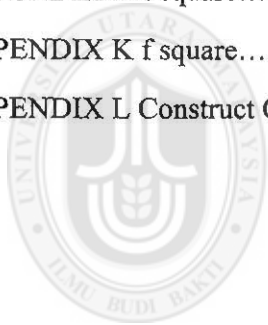


LIST OF ABBREVIATIONS

AVE	Average Variance Extracted
CBBE	Customer-Based Brand Equity
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
CSR	Corporate Social Responsibility
ETS	Electric Train Service
GDP	Gross Domestic Product
GoF	Goodness of Fit
LCC	Low-Cost Carrier
MAB	Malaysia Airline
MAS	Malaysia Airline System
PCRS	Primary Crisis Response Strategy
PLS	Partial Least Squares
PLS-SEM	Partial Least Squares-Structural Equation Modelling
SCCT	Situational Crisis Communication Theory
SCRS	Secondary Crisis Response Strategies
SEM	Structural Equation Modeling
SPSS	Statistical Package for the Social Sciences
UUM	Universiti Utara Malaysia
VAF	Variance Accounted For
VIF	Variance Influence Factor

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CHAPTER 1

INTRODUCTION

This chapter provides fundamental information regarding the present study. Starting with a brief discussion on the background and the issues of the research, the discussion continues with the problem statement. The discussion then proceeds with the research objectives, research questions, significances of the study and the scope of the study. The last section of this chapter is the definition of key terms used in this study and also the organisation of the thesis.

1.1 Background of Study

Brand loyalty is the vital survival factor for any organisation, especially in term of gaining the competitive advantages and dominates the market share in which brand loyalty will help to increase the organisation's competitive advantage and market share (Dick & Basu, 1994). Organisations with high brand loyalty gain the advantages of charging the premium prices and gain a higher percentage of profit, higher return on investment as well as to create the entry barrier to the competitive brands (Denoue & Saykiewicz, 2009). Furthermore, in facing tremendous market challenges and competitiveness, brand loyalty is considered as the asset and key success factor for organisation sustainability (Gurau, 2012). Gradually, more organisations are recognising the need to expand and maintain brand loyalty to certify long-term profitability, creating and maintaining loyal customers become increasingly complicated in today's competitive environment.

Brand loyalty is a brand's psychological commitment which is the combination of attitude and behaviour function of the customer to the brand (Tepeci, 1999). Once customers developed this psychological commitment, the switching behaviours to the other brand will be minimised (Bowen & McCain, 2015). Creating brand loyalty becomes more difficult than days before because there are high numbers of a brand that offers the similar purpose in the market. Also, the consumers become more aware and have a variety of choices that will offer more advantages make them easily change the brand (Ercis, Unal, Candan, & Yildirim, 2012). Therefore, brand loyalty becomes very fragile and easily be tarnished (Cleeren, Dekimpe, & Helsen, 2007). Any slight mistake or crisis on the brand will affect the customer's loyalty towards the brand for long and leave a negative effect on the brand reputation. Negative reputation due to the brand crisis has to be solved as soon as the crisis occurs because negative brand reputation can lead to the sale's volume shrinking (Cleeren et al., 2007).

Creating and sustaining brand loyalty are important in all sectors; however, there are arguments on defining the product brand loyalty and service brand loyalty (Setó-Pamies, 2012). Brand loyalty on service sector is easier, greater and more prevalent compared to the product sector, though the risk of tarnish the image is also easier and higher in the service sector (Zeithaml, 1981). Numerous studies (Al-Awadi, 2002; Chang et al., 2009; Kuo & Ye, 2009; Macintosh & Lockshin, 1997; Selnes, 1993; Yieh et al., 2007; Yu et al., 2005) have tried to determine which variables have the greatest influence on sustaining the service brand loyalty in different contexts, but it has been difficult to draw general conclusions from the results obtained (Setó-Pamies, 2012). There is still much to be

learnt about brand loyalty in the service sector such as the airline's industry especially in the context of post-crisis.

The study on brand loyalty in the service sector, especially in the airline industry is very important because among the service sector traded in the market, air transport sector or airline industry is the major contributor to the economy, especially for Malaysian. Based on the report by Oxford Economics, an independent global advisory firm, US\$ 11 billion gross value added contribution to Malaysia's gross domestic product (GDP), 460,000 jobs supported by the airline industry and 3.3 per cent GDP supported by airlines industry and foreign tourist arriving by air in 2014 (Saxon, 2017). Also, based on the Annual Report of Bank Negara Malaysia in 2016, stated that the highest contributor to GDP is from the service sector which is 54.2 per cent. Besides the sustained trade-related activity, higher air passenger traffic during the year contributed to the growth in the transportation and storage sub-sector ("Annual Report 2016", 2016). Therefore, sustaining the brand loyalty in the aspect of the airline industry in Malaysia is crucial, and the advantage is not only on the airline organisation's survival but also for the economic stability and benefit for the government's income.

The airlines industry, especially in Malaysia, had undergone several developments especially after two major tragedies in previous years which endanger the airline's organisation's image and reputation. Delaying or ignoring in handling the tragedy will drag the brand into the crisis and erode the brand loyalty and brand reputation. Numerous brand crises were reported on the airline industry currently. For example, the issue of

Malaysia Airline System (MAS)'s tragic and sorrow incident happened in 2014 which has created a tremendous history in the MAS airline industry. MAS recorded two incidents in a year start with the missing of MH370 on 8 March 2014 and the crashed of MH17 on 18 July 2014 at Donetsk region, Ukraine (Malaysian Airlines System [MAS], 2014). First, at 12.41 am on 8 March 2014, MH370, departed from Kuala Lumpur International Airport to Beijing with 227 passengers from 14 nations and 12 Malaysian crew members. MH370 was scheduled to arrive in Beijing, China at 6.40 am. However, at 1.30 am, MH370 signal disappear from Malaysia's Department of Civil Aviation. The flight, however, did not enter Chinese airspace or contacted the Chinese controllers (Abu Bakar, Hamzah, & Muhammad, 2014). At 12.00 pm, 9 March 2014; the Chief Executive Officer of MAS group; Mr. Ahmad Jauhari Yahya held a press conference announcing that the last point of contact by MH370 was at 120 nautical miles east of Kota Bharu. An international search effort was launched begins from the Gulf of Thailand and the South China Sea with the involvement by the government of Malaysia, Vietnam, China, United States of America and Australia (Braud, 2014).

The second incident, MH17 departed from the Amsterdam's Schipol Airport at 10.15 pm and scheduled to arrive in Kuala Lumpur International Airport on the 18 July at 6.10 am. Boeing 777-200 ER with 280 passengers from 13 nationalities and 15 Malaysia crews was shot down in Donetsk region, Ukraine. While flying over the conflict-hit the Ukraine region, it disappeared from radar. MH17 was hit by pro-Russian separatists using a long-range surface-to-air Buk missile (Abu Bakar et al., 2014). The aircraft, Boeing 777-200ER, was the same model as MH370 and it had a clean maintenance record. The

Russian government, however, was denying all allegations of supplying weaponry to the rebels (Braud, 2014).

Upon the incidents, MAS demonstrated compassion, honesty and competence while handling this crisis. However, MAS made an imprudent mistake by notifying the victim's family via text message and not inform directly such as press conferences or personally to the victim's family (Said, 2014). This type of sensitive information needs to be conveyed with compassion which cannot be delivered through text message. Many parties such as crisis management experts condemned the text message option chose by MAS in informing the victim's family regarding the incident (Hildebrandt, 2016). The communications delivered during the incidents will impact on long-term company reputation (Coombs, 2013). The second issue of MAS crisis communication was MAS took a long time to react. MAS missed the "golden hour" after the incidents (Manjur, 2014). The late reaction and less spokesperson in responding directly to media made the media filled the void with speculation. Late response and selection of wrong medium information dissemination had dragged MAS into the brand crisis (Braud, 2014). Based on the crisis management expert comments, there are other mistakes on the crisis management action by MAS such as not protecting or shield the victim's family from media, less involvement from the top management, especially in direct communication and transparency of information to the victim's family and lack of official communication most especially in social media platforms. (Said, 2014; Braud, 2014; Manjur, 2014).

The mistakes made MAS on handling the communication during the incidents lead to the brand crisis. Also, the consequences of the weak crisis management during the double incidents gave negative impact on the sale and reputation of MAS. MAS recorded a Net Loss of RM307 million for the three months ended 30 June 2014 and 65% loss than the previous corresponding year, 2013. For the quarter ended June 2014, MAS Group revenue fell 5% to RM3.59 billion as compared to one year ago (MAS, 2014). The excessive drop in the sale of MAS tickets is due to the effect of the crisis and consumers doubt on the safety aspect of their services. The crisis has tarnished their reputation, and it leads to the sales reduction (Raghuvanshi & Ng, 2014). The effect of the crisis not only affects the financial aspect of the organisation, but it also affects the morale of Malaysian. MAS, the pride Malaysian flag carrier was a national airline before it was renationalisation in August 2014.

Continues to the crisis, MAS changed the top management by appointing new Chief Executive Officer, Christoph Mueller on 2015 who started the corporate rebranding strategies a month after his appointment ("The rebranding of MAS has already started, and first impressions are good," 2015). MAS changed their corporate name from Malaysia Airlines System (MAS) to Malaysia Airline (MAB). However, the logo, the product and offerings are unchanged due to the contradiction opinion on the rebranding. The academicians of Malaysia urged for MAS to undergo the rebranding ("Don't block MAS rebranding exercise," 2015) but practitioners stressed out that MAS is not ready to undergo the rebranding especially with a name change (Manjur, 2016).

The effect of MH370 and MH 17 to the MAS's reputation can be seen on The World Airlines Awards by Skytrax, a United Kingdom-based consultancy that carries out international traveller surveys to determine the best airlines and other air travel related matters. The World Airlines Awards began in 1999 when Skytrax commenced its first global airlines passenger satisfaction analysis ("The Worlds Airlines Awards," n.d). The tarnished reputation of MAS has been proven by the decreased awards gained and the falling ranking number of The World Top 100 Airlines. The detail of ranking number recorded by MAS for The World Top 100 Airlines by Skytrax is as in Table 1.1.

Table 1. 1

Ranking of MAS on the World Top 100 Airlines by Skytrax

Year	2011	2012	2013	2014	2015	2016
Ranking	12	10	14	18	24	34

Source: www.worldairlineawards.com

The second example is regarding the Rayani Air which was banned from operating by Malaysia's Regulators due to the number of safety regulation violations and economic concerns about their viability (Nichols, 2016). The first Islamic-compliant airlines, Rayani Air have received extensive attention for the uniqueness. However, their reputation destroyed due to the consistently delayed flights, poor communication with little notice and no replacement flights offered to the customers (Murad, 2016). Rayani Air crisis began in March 2016 when more than 200 passengers were stranded after the flight was cancelled because of a broken windshield in the cockpit (Nichols, 2016). Customers were understandably irked, and politicians began to scrutinise the airlines then

the crisis ends up with the revocation of Rayani Air's Air Operator Certificate ("Malaysia bans Rayani Air from flying," 2016). That is one of the examples of the effect of brand crisis to the brand reputation and thus, in turn, negatively affect the sustainability of the organisation's survival.

The low-cost carrier in Malaysia, Air Asia also recorded a series of technical problem and safety failure since it starts operating. In 2014, the aeroplane of Air Asia A320 from Surabaya to Singapore crashed and caused the fatal of 162 flight passengers aboard. In 2015, the pilot of Air Asia X, one of the aeroplanes from Sydney to Kuala Lumpur by mistake entered the wrong longitude into an Airbus A330's navigation system, causing the plane to fly on the wrong route and cross the departure path of an adjacent parallel runway at Sydney Airport (Thomas, 2017). On June 2017, two incidents of the technical problem involved AirAsia aeroplane. The first incident involved the X flight D7237 from Perth to Kuala Lumpur was forced to turn back one-and-a-half hours into the trip due to a technical and after the plane shaking like a washing machine (Perimbanayagam & Soo, 2017). The second incident involved the aeroplane QZ535 from Perth to Denpasar forced to return into departing airport twenty-five minutes into the flight due to the technical problem.

The crisis that happens in most of the airline service is a typical phenomenon in the airline industry as a whole, and it always happened in other airlines organisation in another region and countries. For example, the crisis that happened on the United Airlines in April 2017. The video of the flight passenger being dragged down the

aircraft's path and off the plane that becomes viral on social media and was greeted with an acute negative response continues to cause problems for the embattled airlines. Facing an extraordinary public relations crisis, shares of United Airlines gave up early gains and turned negative after anguish \$255 million loss in market value a day after the incident as investors weigh the long-term fallout on the company's business (Shell, 2017).

The overall product or brand performance has been identified as a key measure of organisational performance (Ma et al., 2010). In the case whereby the product or service does not perform its proposed function will lead to customer dissatisfaction and ruin the overall brand image and reputation. How responsive is the organisation to respond to the failure which is considered as a brand crisis and take a corrective action later will determine their business long-term survival. The brand crisis will affect the goodwill of the brand (Papadakis, 2006). The impact of the crisis will directly influence the customer loyalty towards the brand, and it will lead the customer to consider another brand of the same product as their choice. The response of the organisation on how to manage the crisis will determine the brand loyalty after the brand crisis.

According to George, Amalia, Aikaterini and Ioannis (2010), brand crisis due to the service failure and product recall usually produce negative impact toward the publicity of the organisation. End users or customers learn and experience about the firm's harmful services and the crises. Often in such crisis, the organisation is accused of social irresponsibility, which can severely damage its corporate image. Companies often attempt to limit the damage, which is done through public relations effort targeted both

the customers and the public at large. Not only damaging the reputation, but brand crisis also affects the profit and market share of the organisation (Siomkos & Kurzbard, 1994; Yubo, Shankar, & Yong, 2009). More importantly, the brand crisis will affect the investor's confidence towards the ability of the organisation which might make the investor suspend the funding to the organisation which suffered the brand crisis (Yubo et al., 2009). Hence, this study attempts to examine how the customer perceives organisational responses to brand crisis and their impact on brand loyalty.

1.2 Problem Statement

Previous scholars such as Setó-Pamies (2012), Denoue and Saykiewicz (2009), Gounaris and Stathakopoulos (2004), Oliver (1999) and Dick and Basu (1994) found brand loyalty as a key to determine the sustainability and survival of the brand in the competitive market nowadays. It is important for the organisation to keep brand loyalty as their priority either in a good or bad situation in their business. There are many factors that will predict the brand loyalty, for example, customer satisfaction, trust, service quality, brand image and brand identity (Ryu, Lee & Kim, 2012; Barber, Goodman, & Goh, 2011). However, brand loyalty is fragile and easy to be tarnished, especially when the brand crisis occurs (Cleeren et al., 2007; Siomkos et al., 2010).

Brand crisis will harm the firm's performance, tarnish the organisation's reputation, blemish customer's quality perceptions, destroy the customer's confidence, ruin the brand loyalty and it also may lead to brand equity destruction in the affected organisation (Dawar & Pillutta, 2000; Cleeren et al., 2007; Coombs, 2007; Yubo et al., 2009; Siomkos

et al., 2010; Chang, 2012, Helm & Tolsdorf, 2013). The possibility for the customer to choose a competitive brand or stop buying the product in the same category is high during the brand crisis and this situation will tarnish the brand loyalty (Cleeren et al., 2007). The negative impact on brand loyalty is not only on the particular brand, but also effect negatively on the industry as general. In the phase of post-crisis, the brand loyalty is influenced by the customer's interpretation and how they process the negative information spread during the brand crisis (Ahluwalia, Burnkrant, & Unnava, 2000). Besides, brand crisis response strategy will affect the consumer's brand-related post-crisis judgments (Dutta & Pullig, 2011).

The brand crisis response strategy taken by the organisation in handling the brand crisis will determine the post-crisis brand loyalty (Ahluwalia, 2002; Dawar & Pillutta, 2000, Dutta & Pullig, 201, Helm & Tolsdorf, 2013, Rea et al., 2014). The brand crisis response strategy utilized by the organisation in handling the brand crisis has been discussed by many researchers. Previous researchers focus on the internal responses such as the role of organisation members and the leadership style either in the period of pre-crisis or post-crisis (Herwati, 2013). Another strategy that has been widely discussed by scholars is a product recall strategy or known as organisation response continuum, and it could be the most effective internal reaction strategy (Yubo et al., 2009). However, the most appropriate sector to implement the product recall strategy is on the secondary sectors such as the automobile industry, manufacturing industry or food industry. The trend of previous brand crisis response strategy's research was focused on the secondary sector, but less on the tertiary sector or service sector (Sengupta, Balaji, & Krishnan, 2015)

especially in the transportation industry such as the airline industry. Hence, this study attempts to fill the gap in addressing the scope of this research to the airline industry; one of the major sectors in Malaysian service industry.

It is vital to focus on airlines industry due to the service failure reported currently especially in Malaysia as well as in worldwide. In the context of Malaysia, the airline industry is the main contributor to the country's GDP. However, the critical situation of the airline industry is increasing after more new low-cost carrier (LCC) existed in the market (Salehuddin, 2013). The competition among the airline service companies became worse after Malaysia implemented the Open Skies policy in 2015 (ASEAN Briefing, 2015). The situation becomes more critical for MAS after the former Malaysian national airlines involved in double fatal tragedies in 2014. The crises bring the reputation of MAS into-deeper trouble. The key success for MAS to sustain and stay relevant in the market environment is to strengthen their brand loyalty. However, to sustain the brand loyalty in a normal situation is differing from the situation of post-crisis. Therefore, this study focused on the airline industry to strengthen the knowledge on brand loyalty in the scope of the post-crisis phase.

In sustaining the brand loyalty in the phase of post-crisis, previous scholars have formed the strategies from various perspectives such as in communication, compensation, and logistic (Standop & Grunwald, 2009). In the context of corporate communication, past research studies were focused on the management of communication during the brand crisis only and less emphasis on the phase of post-crisis (Herwati, 2013; Balakrishnan,

2011; Coombs, 1999; George & Gary, 1994). Whereas, the key element that influence management of the brand crisis is the organisation's communication to the crisis and the external effects during and after the crisis (Assiouras, Ozge, &Skourtis, 2013). In reality, communication on the phase of post-crisis is really important to ensure the sustainability of brand loyalty (Cleeren et al., 2007). Most of the previous researches conducted focus on the relationship of product recall strategy in their communication on the phase of post-crisis (Anwar, 2014; Dawar & Pillutta, 2000) to the specific element of brand loyalty such as purchase intention only (Herwati, 2013; Nizar & Frank, 2009).

Based on Situational Crisis Communication Theory (SCCT), Coombs (1999) classified the communication in the phase of post-crisis as a brand crisis response strategy into two broad categories, primary and secondary class of response strategies. The primary response strategy consists of denial, attack the accuser, scapegoat, excuse, justification, compensation, and apology. While the secondary response strategy which is also known as supplementary strategy or bolstering strategy consists of reminder, ingratiation, and victimage. There are limited studies on the relationship between brand crisis response strategy comprising primary and secondary crisis response strategy as suggested by Coombs (1999) and brand loyalty comprising the attitudinal and behavioural behaviour. Consequently, the relationship between brand crisis response strategy and brand loyalty has not been looked into details and it is the second gap in this research. Therefore, this research extended the SCCT by examining the relationship between brand crisis response strategy comprising primary crisis response strategy and secondary crisis response

strategy and brand loyalty comprising the attitudinal and behavioural behaviour in the phase of post-crisis.

Beside on extending the SCCT in the aspect of brand loyalty, this research also examined the effect of brand crisis response strategy to the brand reputation. Most of the studies focus on apology effect on the brand reputation and some other studies focus on the compensation, concern and denial strategy (Coombs, 2007). However, there is very limited research deeply discuss on both strategies, especially the secondary strategy which consists of reminder, ingratiation, and victimage as a strategy to protect the brand reputation and brand loyalty (Coombs, 2013). Also, it is another theoretical gap need to be revealed and it became the third gap in this research. Therefore, this study determined the effectiveness of the brand crisis response strategy based on SCCT's primary and secondary group of response strategies. The primary strategy consisted deny actions of (i) attack the accuser, (ii) denial, (iii) scapegoat, (iv) excuse, (v) justification, (vi) compensation and (vii) apology while for secondary strategy consisted bolstering actions of (i) reminder, (ii) ingratiation and (iii) victimage.

Presently, the practitioners are considering the corporate rebranding as the strategy for overcoming the brand crisis and to sustain the brand loyalty. Rebranding the tarnished brand is another preferable response strategy by the organisation involved in a brand crisis (Gotsi & Andriopoulos, 2007; Collange, 2014; Le et al., 2014; Tsai et al., 2015). Modifying the existing brand or building up new brand elements to create a new image in the mind of customers, corporate rebranding will leave the impact to the brand reputation

and brand loyalty (Muzellec & Lambkin, 2006; Merrilees & Miller, 2008; Tevi & Otubanjo, 2013; Le et al., 2014). The inconsistent findings on the effect of corporate rebranding (positive effect or negative effect) to the brand reputation and brand loyalty lead to the further research (Gotsi & Andriopoulos, 2007; Collange, 2014). Furthermore, very little academic research on corporate rebranding (Collange, 2014; Roy & Sarkar, 2015) and the customer's reaction on corporate rebranding still a question that needs investigation (Collange & Bonache, 2015). It is a crucial practical gap which needs for further research and it is the forth gap in this research. Therefore, this study examined the relationship between corporate rebranding to the brand loyalty.

Besides, according to Sengupta, Balaji, and Krishnan (2015), there is an inconsistent result regarding the effect of brand reputation on brand loyalty. Brand reputation can be defined as a brand with a higher standard of reputation and high status of product positioning associated with a brand (Zayerkabe, Albabayi, & Abdoli, 2012). Brand reputation is the reflection of the brand prestige. Brand reputation influences the purchase intention and the loyalty level of the customer towards the product and the brand. A study by Siomkos (1999) revealed that the higher the reputation, the small negative effect of brand crisis on the customer's brand loyalty. This claim was supported by Schlegelmilch (2013) which stated that well-known brands get the advantage of the suspicion and customers to perceive the mistakes as less dangerous. However, Coombs and Holladay (2006) stated that favourable reputation or highly reputable brand is expected to take an extra mile in response to the crisis and involve more expensive response action regardless the level of the crisis.

The finding of Coombs and Holladay (2006) is parallel to the suggestion of Rhee and Haunschild (2006), and Rhee (2009) that highlighted high reputable brand had to be double penalised than those in the low reputable brand after the brand crisis occurred. Based on the urgency of response strategy during a brand crisis, and the mix result of previous research on brand reputation, it is important to examine on how those strategies (internal and external) and brand reputation could lead to brand loyalty. It is crucial to identify either a high level of brand reputation needs to react more to a brand crisis or vice versa. Therefore, to fill this fifth gap, this study determined the influence of brand reputation on the brand loyalty after a brand crisis occurs in the context of airlines industry's customers in Malaysia.

In summary, this study determined the relationship between the brand crisis response strategy which focused on primary response strategy and secondary response strategy and corporate rebranding to brand loyalty. This study also determined the mediating relationship of brand reputation to the brand crisis response strategy, corporate rebranding and brand loyalty.

1.3 Research Questions

The following research questions were developed from the gaps identified above:

RQ 1: Does the brand crisis response strategy (primary response strategy and secondary response strategy) influence the brand loyalty?

RQ 2: Does the corporate rebranding influence the brand loyalty?

RQ 3: Does the brand crisis response strategy (primary response strategy and secondary response strategy) influence the brand reputation?

RQ 4: Does the corporate rebranding influence the brand reputation?

RQ 5: Does the brand reputation influence on brand loyalty?

RQ 6: What is the best strategy among the brand crisis response strategy and corporate rebranding to sustain the brand loyalty?

RQ 7: Does the brand reputation mediates the relationship between brand crisis response strategy and corporate rebranding on brand loyalty?

1.4 Research Objectives

This research objective is to analyse the relationship of brand crisis response strategy and corporate rebranding for the organisation involved in a brand crisis towards the brand loyalty. Also, this research examines the mediating effects of brand reputation on brand loyalty after implementing the brand crisis response strategy (primary response strategy and secondary response strategy) and corporate rebranding. The specific research objectives are as below:

RO 1: To investigate the relationship between brand crisis response strategy (primary response strategy and secondary response strategy) and brand loyalty.

RO 2: To investigate the relationship between corporate rebranding and brand loyalty.

RO 3: To investigate the relationship between brand crisis response strategy (primary response strategy and secondary response strategy) and brand reputation.

RO 4: To investigate the relationship between corporate rebranding and brand reputation.

RO 5: To investigate the relationship between brand reputation and brand loyalty.

RO 6: To investigate the best strategy among the brand crisis response strategy and corporate rebranding to sustain the brand loyalty.

RO 7: To examine the mediating effect of brand reputation between brand crisis response strategy and corporate rebranding on brand loyalty.

1.5 Significance of the Study

The finding of this study contributes to a better understand and enhance the knowledge in managing the brand crisis in both parts; the theoretical aspect and practical aspect. It also provides discoveries on the various dimensions of brand crisis response strategy, corporate rebranding, brand reputation and brand loyalty to the airline's customer in Malaysia. Further details of contributions on theoretical and practical are as below:

i. Theoretical Contribution

The first theoretical contribution of this study is to propose a comprehensive brand crisis response strategy to sustain brand loyalty. Brand loyalty is the key success factor for the organisation's survival (Dick & Basu, 1994) but it is easily be tarnished by a brand crisis (Cleeren et al., 2007). The number of brand crisis is increasing in previous five years from 2010 to 2015 (Centre, 2015) and it is a vital need for the organisation to have a comprehensive guideline in their reaction in managing the crisis. Although there are many studies and researches on brand loyalty of product or service involved in a brand crisis, however, research relating to the comprehensive reaction in managing the brand

crisis on primary and secondary response strategy is limited (Coombs, 2013). Based on the Situational Crisis Communication Theory (SCCT), this study extended the focus of brand loyalty into two aspects, behavioural loyalty and attitudinal loyalty instead of behavioural intention only by SCCT. SCCT suggested the brand crisis response strategy in two groups, primary crisis response strategy and secondary crisis response strategy. However, each brand crisis is unique and no consensus in identifying the best brand crisis response strategy by previous research (He & Ran, 2015). As SCCT could serve as the best strategic tool during the crisis, this study integrates corporate rebranding which could best serve as a post-crisis strategy to strengthen the brand loyalty. Therefore, this study focused to examine the relationship between brand crisis response strategy which includes the primary response strategy and secondary response strategy and corporate rebranding and brand loyalty. The finding of this study helped the researcher in developing the strategic and comprehensive guideline in managing the brand crisis.

The second theoretical contribution of this study is to clarify the relationship between brand crisis response strategy and the brand reputation in the context of customers of airlines services in Malaysia. There are inconsistent findings among previous researchers on the relationship between brand crisis and brand reputation (Sengupta et al., 2015). Some research found that the higher the brand reputation, the bigger the effect of the brand crisis towards the brand loyalty (Coombs & Holladay, 2006; Rhee, 2009) while other research found the higher the reputation, the smaller the effect of brand crisis towards the brand loyalty (Siomkos, Triantafillidou, Vassilikopoulou, & Tsiamis, 2010; Schlegelmilch, 2013). As suggested by Brady, Cronin, Fox, and Roehm (2008), the

further research needs to evaluate the role of reputation on brand crisis response strategy. Therefore, the finding of this research clarified the role of brand reputation on brand crisis response strategy in Malaysian airline industry.

The third theoretical contribution of this study is the better understanding of the brand crisis response strategy and brand loyalty in the airline industry. Sengupta et al., (2015) stated that previous research on brand crisis response strategy focused on core sector compared to the other sector of the industry. The airline industry is recognised as one of the most intangible services industries (Clemes, Gan, Kao, & Choong, 2008), airline industry plays a key role in the global economy (Tieman, Rhoades, & Waguespack Jr, 2008). Therefore, the airline industry is very important to the global economy, especially in the Malaysian economy, and this research finding contributed to a better understanding of brand crisis response strategy and brand loyalty.

Post-crisis is the stage of typical crisis cycle where the organisation needs to prepare to meet the preliminary crisis, the first stage where the warning of a brand crisis shown (Heller & Darling, 2012). In the post-crisis phase, bolstering strategy or secondary response strategy which consists of ingratiation, reminder, and victimage is the most effective strategy to be implemented by the organisation (Coombs, 2004). However, there is very limited research on the secondary response strategy (Coombs, 2013). Therefore, the findings of this research contributed more explanation on brand crisis response strategy, especially secondary response strategy in the context of Malaysian airlines industry in the phase of post-crisis.

This study also hopes to enhance the knowledge and contribute to the academic discussion on corporate rebranding. Rebranding has thrived in recent years, but there was a very little academic research on the topic (Collange, 2014). The findings of this study also explained the argument among the scholars about the effect of corporate rebranding towards the brand reputation and brand loyalty in the context of the airline industry in Malaysia.

There were little study that focused on brand reputation as the mediating factor between brand crisis response strategy and brand loyalty (Sengupta et al., 2015). Therefore, by having this study, it explained the mediating effect of brand reputation on brand loyalty towards the organisation especially for the period of post-crisis. The knowledge of the mediation factor will assist in the development of strategic and comprehensive guideline in managing the brand crisis in the post-crisis period.

ii. Practical Contribution

In terms of practical contribution, firstly this study hopes to develop a comprehensive strategy as a guideline to the organisation involved in the brand crisis in managing the crisis, minimise the negative effect of the brand crisis and sustains the brand loyalty among the customers. In a highly competitive environment, securing the customer loyalty towards the brand is the key factor for any organisation to sustain in the market (Dick & Basu, 1994). Brand crisis in services industry especially in airlines industry such as MAS tragic accidents turn competition in the Malaysian airlines industry to be more critical

(Mohd Johan, Mohd Noor, Bahar, Yan, & Ping, 2014). Therefore, the finding of this study which examined the customer's loyalty towards a brand can be a guideline and reference to the local airline's organisation in strengthening the customer loyalty towards their brand. Also, the finding of this study on the relationship between brand crisis response strategy and brand loyalty will assist the practitioner in handling their communication management after- brand crisis period.

Secondly, the explanation on the role of brand reputation as a mediating factor to the brand crisis also can help the practitioner in arranging their brand crisis response strategy. As cited by Mohd Johan et al. (2014), Park et al. (2006) and Zins (2001), brand reputation has the strongest influence on the airline's customer loyalty. Therefore, the findings of this study are beneficial to the practitioner most especially the airlines organisation in restructuring their strategy in facing any brand crisis base on their reputation level.

Lastly, the findings of this study regarding the relationship between corporate rebranding and brand loyalty might help the airlines organisations such as MAS in making a decision either worth or not to invest in corporate rebranding. Similarly, the finding of corporate rebranding impact to the reputation will guide the practitioner especially the top management level in making a judgment to embark on the corporate rebranding strategy.

1.6 Scope of the Study

The objectives of this research could not be realised unless a certain scope of research work was set up. This setting could be limited to a number of aspects such as the variable that were employed for the study, the employed—research design, the determined population and sample, the adopted research instrument, the data gathering and testing method applied.

The focus of this study is brand crisis response strategy, corporate rebranding and brand loyalty. This study also examines the mediating effect of brand reputation on the relationship between independent variables; brand crisis response strategy and corporate rebranding and dependent variable; brand loyalty. The quantitative research method was exercised in this study, and the population accepted for the data collection were the individual users of airline services in Peninsular Malaysia. The questionnaire instrument was pre-formulated and printed set of questions to which respondent record their answer used as the primary tool for gathering the data from the respondents in three airports in the Northern Region of Malaysia. Considering the time and financial constraints, the questionnaire instrument is a tool that able the researcher to collect the completed response within a short period and cost-effective. The Northern Region of Malaysia was chosen because there are two international airports and one domestic airport and the respondents have the same characteristic for all airline passenger who is relevant to this study. The data was tested by using PLS-SEM method.

1.7 Definition of Key Terms

- **Brand Loyalty**

Brand loyalty was defined as an attitude or behaviour of rebuy or repatronize on the specific brand by the customer, and it consists of a behavioural dimension and attitudinal dimension. (Chaudhuri & Holbrook, 2001).

- **Brand Reputation**

Brand reputation was defined as the judgment by a customer of the consistency of product or service' quality associated with the brand name (Mason, 2014).

- **Situational Crisis Communication Theory (SCCT)**

SCCT is developed by Coombs (1999) focus on the use of communication, especially on the external communication which deals with the stakeholders and the media to preserve and protect an organisation's valuable reputation. SCCT proposed ten actions in responding to the crisis: (i) Attack on the accuser; (ii) Denial; (iii) Scapegoat; (iv) Excuse; (v) Justification; (vi) Compensation; (vii) Apology; (viii) Ingratiation; (ix) Reminder; (x) Victimage

- **Brand crisis**

Brand crisis can be defined as "discrete, well-publicized occurrences wherein products and services are found to be defective or dangerous" (Dawar & Pillutta, 2000). Currently, due to the density of supply of a product or service, stricter safety legislation and more demanding customer, the brand crisis is increasing tremendously and due to the market globalisation, brand crisis gives a great impact to the market (Meulenbergh, Pennings, & Wansink, 2002).

- **Corporate rebranding**

Corporate rebranding is the application by the organisation to communicate their brand revitalization to stakeholder, then moving their brand forward to recommence brand preference to be re-chosen and reused among competing brands (Le, Cheng, Kuntjara, & Lin, 2014).

1.8 Organisational of Thesis

This thesis is divided into five main chapters. Each chapter covers a particular topic correlated to the study.

Chapter 1: Research Overview

This thesis begins with the first chapter, Research Overview. In the first chapter, the researcher discussed in the background of the study, problem statement, research objectives and research questions, the significance of the research, the scope of the study, the definition of key terms, and organisation of the thesis.

Chapter 2: Literature Review

Literature review discussed thoroughly the previous literature related to the topic of the research. This chapter begins with the discussion on the brand loyalty, brand reputation, crisis communication and the underpinning theory, SCCT. The relevant literature is important in the development of the research framework and hypotheses of the study.

Chapter 3: Research Methodology

This chapter discusses the research methodology implemented in the study. The research design, sampling procedures, data collection methods, research instrument, measurement, and scale are discussed in this chapter. Also, the statistical techniques and the statistics used to test the hypotheses are also highlighted in this chapter.

Chapter 4: Data Analysis and Findings

Data analysis and findings that answer the research questions and objectives are discussed in this chapter. The data analysis started with factor analysis, reliability analysis, descriptive analysis, correlation, and multiple regression analysis. Test of mediation also was conducted to answer specific research questions and objectives. In short, both descriptive and inferential analyses were conducted, and the results are reported in this chapter.

Chapter 5: Discussion and Conclusion

This ending chapter primarily focuses on the discussion of the findings. In this chapter, the researcher compares the current findings of the study with those of the previous studies and makes the conclusion. The implications and contributions of this study (both to theory and managerial), limitations, and recommendations for future research are also discussed in this last chapter.

CHAPTER 2

LITERATURE REVIEW

This section discusses the literature about the topic under study. This include the discussion on how the brand crisis effect to overall brand loyalty, Situational Crisis Communication Theory (SCCT), the explanation of brand crisis, the importance of brand crisis response strategy and corporate rebranding, the mediating effect of brand reputation as well as overview of previous study on relationship between brand crisis response strategy, corporate rebranding, brand reputation and brand loyalty. Review of such literature enables the researcher to identify the gaps and finally select and discuss the variables of this study. The theoretical framework and research hypotheses are discussed at the end of this chapter.

2.1 Brand Loyalty

Brand loyalty is the main valuable intangible assets of any organisation. Many researches have been done by previous scholars to study the brand loyalty. Therefore, there is various definition of brand loyalty recommended by previous scholars. The basic element in defining the term of brand loyalty is the behaviour of rebuy or repatronize to a preferred brand (Bowen & McCain, 2015; Veloutsou, 2015; Oliver, 1999). Brand loyalty is also an emotional or psychological attachment to the brand within a product class (Ahluwalia et al., 2010). Bowen and McCain (2015) have defined the brand loyalty as the behaviour or the attitude showing by the customer towards the buying pattern on one

specific brand. The evolution in defining the brand loyalty has expanded tremendously, and many scholars suggested different elements in defining the brand loyalty.

Chaudhuri and Holbrook (2001) emphasise the combination of behavioural and attitudinal loyalty in defining the brand loyalty. Behavioural or purchase loyalty is the behaviour of repeating buying the same brand, and the attitudinal loyalty is a dispositional commitment in term of unique value associated with the brand (Chaudhuri & Holbrook, 2001). In explaining the behavioural and attitudinal loyalty, Chaudhuri and Holbrook (2001) simplified it in few situation as examples. For behavioural loyalty, the example is a consumer who patronises only one restaurant. The explanation of this behaviour might be the lack of knowledge on the other restaurants, or the consumer has found the other restaurants are a lower level in quality, convenience or service and therefore choose to frequent on the same restaurant than other. For the attitudinal loyalty, a consumer might have developed a strong emotional connection with the restaurant or the staffs. It not only leads to the strong commitment and repatronize but also the willingness to pay a premium price and find other uses of the restaurant such as ordering takeaway food, suggesting to friends and hosting a party in the restaurant which will generate additional sales and profit for the restaurant.

Prolong on Chaudhuri and Holbrook (2001) study, Kaura, Prasad, and Sharma (2015) have made a comparison between behaviour element and attitude element in defining the brand loyalty. According to Kaura et al. (2015), behavioural loyalty is a strong commitment by the customer remains to buy the same brand of product or services even

though there is another brand for the same product or services available in the market. Behavioural loyalty previously was defined by Back and Parks (2003) as a customer's overt behaviour toward a specific brand concerning replicate purchasing patterns. On the other hand, Romaniuk and Nenycz-Thiel (2013) have focused on the number of times the customer directly encountered the brand and their relative past experiences with competitor brands to define the behavioural loyalty. There are two operationalisations in measuring the behavioural loyalty which is the buying frequency; how many times a customer buys in a specific timeframe and share of category requirements; the relative weight of purchase allocations to the brand versus the allocation to competitors (Romaniuk & Nenycz-Thiel, 2013).

For the second element of brand loyalty, attitudinal loyalty; as has been preached by Back and Parks (2003), brand loyalty not only focuses on the outcome of repeat purchase behaviour but also consequences of multidimensional cognitive attitudes toward a particular brand such as commitment and trust toward the brand. The statement by Back and Parks (2003) has been supported by Aurier and Lanauze (2012) which found that the effective commitment and trust as important antecedents of attitudinal loyalty in their studies. Attitudinal loyalty refers to strong cognitive elements of the customer to prolong re-buy the similar brand (Chahal & Bala, 2010).

According to Bennett, Härtel, and Worthington (2013), the psychological function motivates the consumers to be attitudinally loyal towards the brand, and it can be divided into two dimensions, emotional and cognitive. Therefore, in managing the attitudinal

loyalty, two components should be the concern which is the "feeling" component and "thinking" component (Bennett et al., 2013).

Aaker (1996) related the brand loyalty as the key factor of the brand equity. Brand equity was defined by Kotler, Keller, Ang, Leong and Tan (2012) as the reflection of how customers think, feel and act concerning the brand, also on the prices, market share and profitability that the brand commands. Kotler et, al. (2012) also proposed a comprehensive model of brand equity named Customer-Based Brand Equity (CBBE) focus on the differential effect that brand knowledge has on customers reaction to the marketing activities of the brand. CBBE model views brand building as a rising series of steps, from bottom to top: (i) brand identification and association of customer need and brand; (ii) establish brand meaning in customer mind by link the tangible and intangible brand association; (iii) eliciting the brand-related judgement and feeling by customers; (iv) create intense, active loyalty relationship between customer and brand by converting the brand response. The complete model pyramid of CBBE is as in Figure 2.1 below.

CBBE model pyramid by Keller (2009) was named as Brand Resonance Pyramid by Kotler et al. (2012). Brand resonance is the strength of a psychological bond between customers and the brand, as well as the level of activity stimulated by brand loyalty. It also the extension feeling of "in sync" between the customers and the brand (Keller, 2009). According to Keller (2009), brand resonance consists of four dimensions which are the combination of a different aspect of brand loyalty. The four dimensions are as below:

- (i) behavioural loyalty: repurchase by customer and share of category volume attributed to the brand.
 - purchasing frequency by a customer to the brand
 - purchasing volume by a customer to the brand
- (ii) Attitudinal attachment: customers view the brand as special in broader context
 - Love level to the brand
 - Favouritism of the brand
 - Feel of pleasure to the brand
- (iii) The sense of community: affiliation feeling with other people associated with the brand.
 - Interaction among the brand users
- (iv) Active engagement: willingness to invest personal resources on the brand.
 - Join club centred on the brand
 - Participation in chat rooms or visit brand related website.

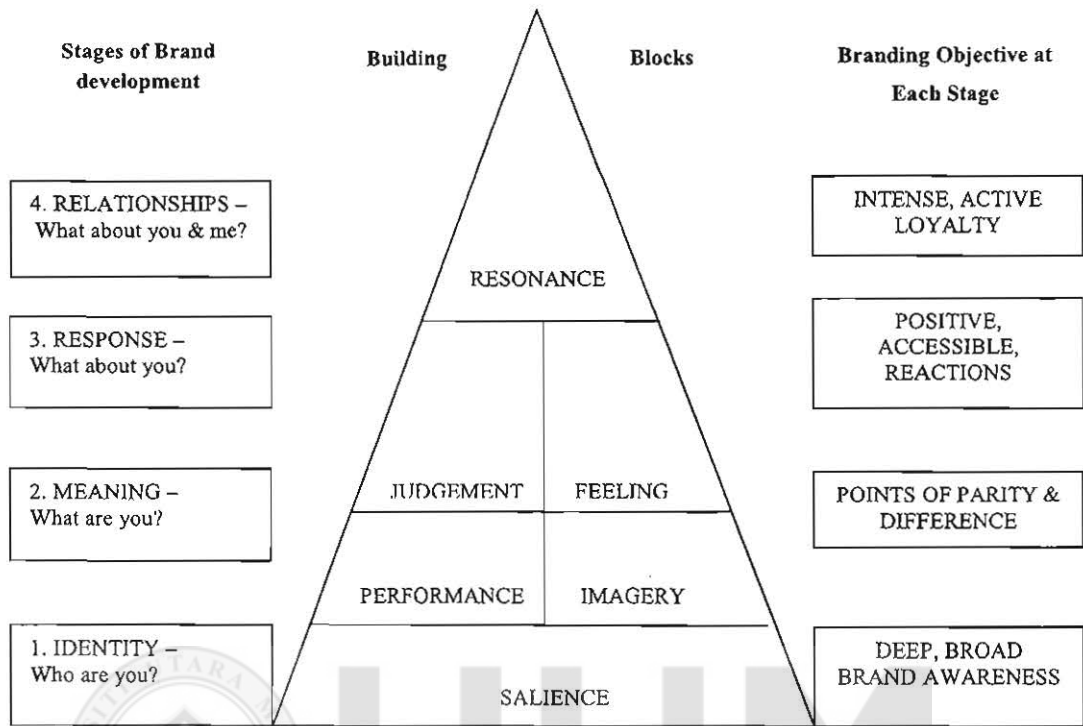


Figure 2. 1
Customer-based brand equity model pyramid
 Source: Keller (2009).

The evolution of interpreting the brand loyalty by customers been continuously discussed by many scholars. Dick and Basu (1994) have classified brand loyalty into four categories by considering the behavioural and attitudinal loyalty. The four classification are true loyalty, latent loyalty, spurious loyalty and low loyalty. The customer who repurchases the same product of the same brand and holds a positive attitude toward the brand is the true loyal customer. Other than that, cognitive-affective-conation pattern of loyalty development by Oliver (1999) cited by Bowen and McCain (2015) differentiated the brand loyalty level into four categories, (i) first or cognitive loyalty level; where customer choose one brand based on only brand belief, (ii) second or effective loyalty

level; no strong commitment to repurchase the same brand of product but positive attitude towards the brand was developed, (iii) third loyalty level; the intention to repurchase has been formed because brand-specific commitment is generated, (iv) final level; when the intention to repurchase transformed to the action, then there is the brand loyalty development by the customer.

Also, communicating positive experiences or positive word-of-mouth regarding the product or services to the others is another element include in defining the terms of brand loyalty (Chang, 2012, Hoare & Butcher, 2008, Zeithaml, Berry, & Parasuraman, 1996). Besides of return purchasing or rebuy the product, spreading the positive information or complementation on the product is also a proof of brand loyalty by the customer. Positive information spread out by the loyal customer to the non-customer of the preferred brand will influence the reputation and image of the brand. It is crucial to ensure the loyal customer spreading positive communication regarding the brand, especially in the situation of brand crisis occurred.

Zeithaml et al. (1996) preach that brand loyalty can be manifested in a numerous way, for example by conveying a preference for a company over others, by continuing to purchase from the brand or by expanding business with the brand in the future. A study by Zeithaml et al. (1996) focused on the service quality, a determinant of either a customer ultimately remains with or defect from the brand. When customer encountered or heard about the service problems (in the context of this current study, it is equivalent to the brand crisis), these experiences will affect the brand loyalty adversely. In their study also,

Zeithaml et al. (1996) stress out that the commitment to excellent recovery effort by the company will make the victims of the brand crisis be the most loyal customers. By referring to the finding of Zeithaml et al. (1996), it related the definition of brand loyalty to the quality and effect of the crisis to the brand. The crisis can be the determinants to identify the brand loyalty.

In identifying the effect of brand crisis to the brand loyalty, Cleeren et al., (2007) have identified the pre-crisis loyalty and post-crisis loyalty. Based on their research finding, the differences of brand loyalty on pre-crisis and post-crisis can be distinguished on brand familiarity, advertising, and communication aspect. The summarisation of the differences is as in Table 2.1 below. Their study only focuses on pre-crisis and post-crisis of brand loyalty but not consider the brand crisis response strategy as their variables. Whereas the strategy to overcome the brand crisis is a vital issue to sustain the brand loyalty as mention by Zeithaml et al. (1996) that the commitment to excellent recovery effort by the company will make the victims of the brand crisis be the most loyal customers. There is a limited study on identifying the relationship between brand loyalty and brand crisis response strategy, and it is still blurred explained.

Table 2. 1

Summarisation of Pre Crisis and Post Crisis Brand Loyalty

Aspect	Pre crisis	Post crisis
Brand familiarity	Function to sustain the brand loyalty	Function as a protection to the brand loyalty
Advertising	Positive effect either on well-known brand or not well know brand	Positive effect on well-known brand only but not effect on not well-known brand
Communication	Consumer accept the information	Depend on consumer's experience on the brand.

Sources: Cleeren et al, (2007)

As a conclusion, based on the literature on brand loyalty that has been discussed above, all the determinants were used to define the brand loyalty are based on two main area in five categories up to the knowledge of the researcher. The two main area are attitudinal measurement, and behavioural measurement (Chaudhuri & Holbrook, 2001) and the five categories are (i) loyalty to the brand, (ii) propensity to switch, (iii) willingness to pay more, (iv) external response to the problem and (v) internal response to the problem (Bowen & McCain, 2015). In avoiding the risk of improper multiplication of attitudinal and behavioural attributes, selecting inadequate items, neglecting the impacts of significant intervening variables, and lack of underlying theoretical, for this study, brand loyalty was operationalised as the combination of the attitudinal and behavioural loyalty

dimensions and was measured based on attitudinal brand loyalty and behavioural brand loyalty adapted from Chaudhuri and Holbrook (2001).

2.1.1 The predictors of brand loyalty

Customer satisfaction, trust, and customer perceived are among the significant predictor in brand loyalty (Veloutsou, 2015; Jeff & John, 2005; Anderson & Sullivan, 1993; Fornell, 1992). The abundance of research has been done on revealing the brand loyalty's predictors. The predictors of brand loyalty increase from time to time based on the current improvement of the environment. Predictors of brand loyalty will ensure the strength of the brand loyalty. Other scholars consider not only customer satisfaction, trust and customer perceived as the predictors of brand loyalty but also consider on service quality, price, brand image and identity of the brand (Ryu et al., 2012 & Kim, 2012; Barber, Goodman, & Goh, 2011).

Back to 1994, Dick and Basu have categorised the brand loyalty predictors into three categories; cognitive predictors, effective predictors and conative predictors. Cognitive predictors are related to brand beliefs for example accessibility and confidence. Affective predictors are related with feelings toward the brand for example emotion, satisfaction and conative predictors are related to behavioural composition toward the brand such as switching costs and sunk cost (Dick & Basu, 1994). Categorization made by Dick and Basu (1994) was verified by Bowen and Shoemaker (1998) and Hennig-Thurau et al. (2002) through their research finding that cognitive predictor and conative predictor

influence the brand loyalty, and there are significant relationship between cognitive predictor and effective predictors towards the brand loyalty (Bowen & McCain, 2015).

Nguyen, Barret, and Miller (2011) emphasise on the brand awareness, perceived quality, distribution intensity and advertising attitudes as the predictors of brand loyalty. Basically, brand awareness and perceived quality are still interrelated to the three categorisations of brand loyalty's predictors (cognitive predictors, effective predictors, and conative predictors) suggested by Dick and Basu (1994). Additional to the previous suggestion predictors, distribution intensity and advertising attitudes have been introduced in their research. Distribution intensity was defined as the numbers of intermediaries involved in the trading activities by manufacturers while advertising attitudes refer to the reaction of the customers towards the advertising by the manufacturers (Nguyen et al., 2011& Miller, 2011). The higher the numbers of intermediaries, the higher the level of brand awareness by customers towards the brand. Also to the customers' reaction to the advertising, the positive reaction will stimulate customers to recognise the brand compared to the competing brand. It is corresponding to the study by Loureiro and Kastenholz (2011) which have highlighted the image of the brand as the predictor of brand loyalty. The image was defined as customer's mental representation of the brand (Loureiro & Kastenholz, 2011).

The positive relationship between all of the predictors suggested by the previous researcher to the brand loyalty cannot be denied. However, based on the rapid digital development have influenced the attitudes of the young generation (age between 40 to 20

years old), who are the biggest conqueror of the market nowadays, the significant of previous predictors towards the brand loyalty was shifted (Bowen & McCain, 2015). Most of the researcher agreed that the most significant predictors of brand loyalty to the young generation are brand congruence, and reference group influence. Young generation's preferable brand is the brands that are in line with their values and identity, and that is congruent with their sense of self (Gurau, 2012; Lazarevic, 2012; Williams & Page, 2011).

Based on the literature, the summarization of all predictors suggested by various scholars are as in Table 2.2.

Table 2. 2
Summary of Brand Loyalty' Predictors

Predictors	Scholars
<ul style="list-style-type: none"> • Customer's satisfaction • Trust • Customer's perceived 	Veloutsu, 2015; Jeff & John, 2005; Anderson & Sullivan, 1993; Fornell, 1992
<ul style="list-style-type: none"> • Service quality • Price • Brand image • Brand identity 	Rye, Lee & Kim, 2012; Barber, Goodman, & Goh, 2011
<ul style="list-style-type: none"> • Cognitive – brand belief • Affective – brand feeling • Conative – behavioural 	Bowen & McCain, 2015; Dick & Basu, 1994
<ul style="list-style-type: none"> • Brand awareness • Perceived quality • Distribution intensity • Advertising attitudes 	Nguyen et al., 2011 & Miller, 2011; Loureiro & Kastenholz, 2011.
<ul style="list-style-type: none"> • Personal identity • Personal reputation • Personal way of life 	Bowen & McCain, 2015; Gurau, 2012; Lazarevic, 2012; Williams & Page, 2011

Based on the discussion above and up to the knowledge of the researcher, there are three main areas of brand loyalty's predictors. The areas are brand satisfaction, brand trust, and brand reputation. Brand satisfaction is based on the quality, the price also related to the cognitive predictor, brand trust is the effective predictor and brand reputation is related to brand image, brand identity and customer perceived. However, if the brand involved in a crisis, all the predictors will negatively affect and the customer will shift their focus to another predictor to sustain their brand loyalty (Ma et al., 2010).

2.1.2 The effect of brand loyalty

Previous literature has portrayed on the effect of brand loyalty in the normal situation of product-life-cycle for product or service industry. Once the brand has been tarnished by a crisis, brand loyalty might be changed (Loureiro & Kastenholz, 2011). Brand loyalty that has been formed will help the organisation to reduce the effect of the brand crisis. Brand loyalty will reduce the negative effect on the brand after the brand crisis occur. The loyal customer will have more sympathy to the brand which involved in a crisis, and they tend to be biased and protect the brand because they believe the organisation need their help during the crisis (Ahluwalia et al., 2010; Azize, Cemal, & Hakan, 2011; Park & Lee, 2013). In managing the brand loyalty before the crisis, there is two main area that should be focused as suggested by Cleeren et al. (2007) which are the interaction between pre-crisis brand loyalty and time and pre-crisis brand familiarity.

The key indicator of brand loyalty is brand equity (Aaker, 1996) and it will become a protector in facing the misfortune (Hoeffler & Keller, 2003). Relate to the interaction

between pre-crisis brand loyalty and time, personal experiences on the brand will create brand equity and also brand loyalty. Therefore, it is shown here the organisation need to keep positive interaction with the customer to build their good experiences with the brand. Pre-crisis brand familiarity will influence the customer to be one-sided in their negative judgment of the brand that involved in crisis compared to the unfamiliar customer (Ahluwalia, 2002). Brand familiarity and brand loyalty can become a weapon for the brand to protect their brand from the negative impact of the brand crisis.

The individual holding strong commitments to a particular brand demonstrate better resistance to persuasion attempts (Dick & Basu, 1994). "The evidence for better resistance to counter persuasion resulting from loyalty comes from Belch's (1981) study on comparative advertising" (Dick & Basu, 1994: p.109). Therefore, the brand loyalty will influence the customer to reject other brand and decide not to buy anything if the preferred brand is unavailable and this action is called as "action loyalty" (Gounaris & Stathakopoulos, 2004). This customer behaviour will lead to the better benefit of brand loyalty effects. Another effect of brand loyalty is the organisation will gain a higher competitive advantage in the industry. Denoue and Saykiewicz (2009) have identified higher margins, increased market share, higher return on investment and entry barrier for rival competitions as the competitive advantage's elements derived from brand loyalty.

In term of communication aspect, Braun-LaTour, Latour, and Loftus (2006) focus on advertising as a tool of communication in defining the effects of brand loyalty in the period of post brand crisis. They focus on an autobiographical referencing of advertising

tools in interpreting the communication. Autobiographical referencing is the first advertising tool to emotionally connect to customer's past memory. By starting the advertisement with verbiage such as "remember when....." will remind the customers about their sweet nostalgia with the brand and it will influence the customer to forgive the brand crisis and then more likely to return purchasing (Braun-LaTour et al., 2006 & Loftus, 2006). Positive word-of-mouth communication is the best advocator for organisations especially when satisfied, loyal customer share their experiences with other individuals (Gounaris & Stathakopoulos, 2004). Word-of-mouth as the brand loyalty's effects was discussed by many scholars and undeniable that positive word-of-mouth can enhance the reputation and trust of customers toward the brand. Therefore, it is crucial to the organisation to sustain their customer loyalty in ensuring their survival in the competitive market.

2.2 The Underpinning Theory

This study underpinned by Situational Crisis Communication Theory. Further discussion will be discussed in the following subsections.

2.2.1 Situational Crisis Communication Theory (SCCT)

Situational Crisis Communication Theory (SCCT) suggested by Coombs (2007) is the theory connected the brand crisis to the response strategy to overcome the brand crisis effect. This research employed SCCT as the main theory to carry out the research.

SCCT is a theory connecting the crisis types to the crisis respond strategy (Coombs, 2013). SCCT firstly introduced as a set of propositions presented in the form of a decision tree. It began as conference presentation in 1994, and the first published work using the core ideas appeared in 1995. However, the no-name theory which is adapted from attribution theory was at an early stage in development with two dimensions, internal-external control and intentional-unintentional. After series of research and development, in 2002 Situational Communication Crisis Theory (SCCT) firstly used referring to the no-name theory and it served to channel crisis type and crisis response strategy through crisis responsibility.

At the end of the 1980s, crisis communication was emerging as a discrete line of research within crisis communication. Most of the literature discussed different types of crises and different crisis response strategies. Crisis types are frames that tell people how to understand the crisis event (Coombs & Holladay, 2006). In 1988, Benson recommended that there should be an association between crisis types and the crisis response.

Rhetoricians had long held that the condition did influence the success or failure of communication strategies. Benson (1988) was drawing on this idea of situational influence to contemplate on the future direction of crisis communication research. At that moment, crisis communication was primarily focused on corporate apologia. Corporate apologia focused on how crisis managers could employ crisis response strategies to defend or repair a corporation's public persona. A public persona is basically corporate reputation –how people observe the organisation. Consequently, corporate reputation was

a significant outcome from the beginning of crisis response research. All afterwards, crisis response strategy research is in one way or another copied from corporate apologia and concern for corporate reputation. SCCT was an element of reaction to Benson (1988) call to unite the situation to the crisis response.

SCCT drew on attribution theory to develop the link between the crisis type and the crisis response. Attribution theory holds that people look for the causes of events especially negative events to external factors or internal factors. The key element is a responsibility to the events. Therefore, SCCT uses responsibility to connect the crisis situation and crisis response strategies. The primary outcome of SCCT research is the corporate reputation, the best crisis response strategy to overcome the negative crisis effect.

Coombs (2007) defined basic categories of responding strategy in SCCT. The two responding strategies are instructing information and adjusting information. Instructing information will assist the stakeholders to cope physically with the crisis; in term on how to protect themselves from the crisis. While, adjusting information will assist the stakeholders to cope psychologically with the crisis; for example expressing the sympathy or concern (Coombs & Holladay, 2006). The framework of SCCT is in Figure 2.2.

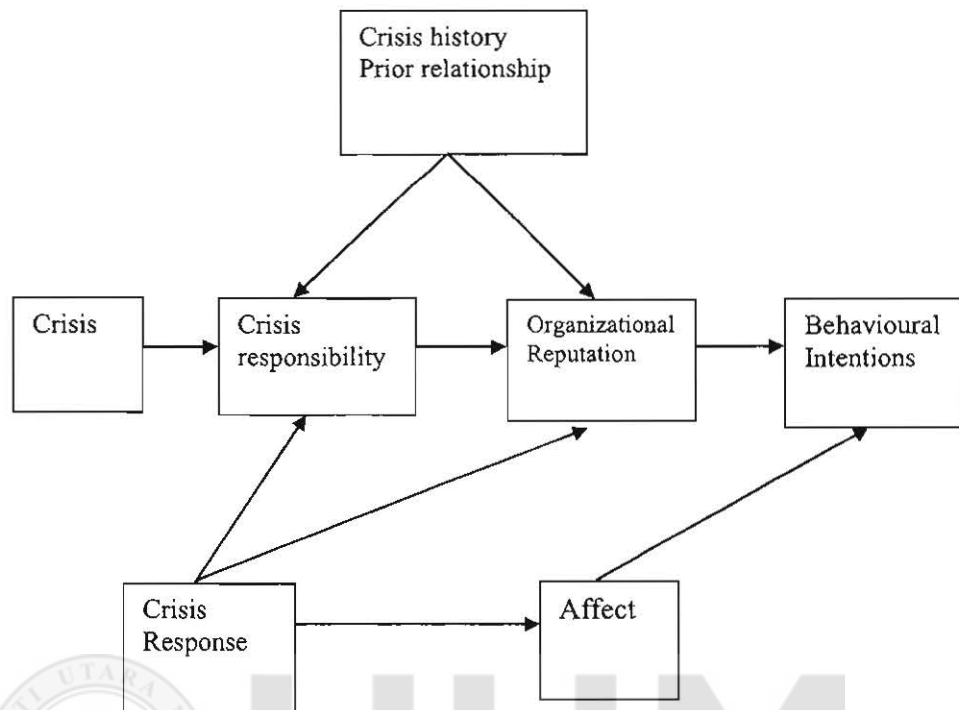


Figure 2. 2
SCCT framework
Source: Coombs (2013)

2.3 Brand Crisis

2.3.1 Definition of brand crisis

The literature on the definition of brand crisis will be started by defining the word of crisis. In term of linguistic, the word of crisis is originated by Greek word "krisis" which it is also same use in Bahasa Malaysia means judgment, choice or decision (Paraskevas, 2006). Priporas and Vangelinos (2008) as cited in Fink (1986) defined crisis as an unsteady time or state of affairs in which a crucial change is impending either one with

the diverse possibility of a highly undesirable outcome or one with the diverse possibility of a highly desirable and extremely positive outcome. Normally, it is 50-50 proposition, but anyone can improve the odds. It supported by Heller and Darling (2012) on defining the brand crisis as a turning point for better or worse and a situation that has reached a critical stage.

A brand crisis is a high-impact event that threatens the capability of the organisation, change the trust on the organisation (Paraskevas, 2006), tarnish an organisation's reputation, decrease an organisation's long-term profitability, growth and its survival (Priporas & Vangelinos, 2008). Brand crisis occurred when the product produced by an organization does not meet the mandatory safety standard, contains a deficiency that could cause substantial harm to customers, creates an unreasonable risk of serious harm or death or fails to comply with a voluntary standard implemented by the specific industry (Yubo et al., 2009 & Yong, 2009) and it is associated with some brands (Siomkos & Kurzbard, 1994).

Brand crisis by product harm has been defined as a discrete, well-publicised incidence wherein products are found to be malfunctioning or dangerous (Dawar & Pillutta, 2000). The harmful products is a product that is known to be unsafe and/or unfit for it to be used and the increasing of its frequency because of the complexity of products, stricter product-safety legislation and more demanding customers, while in global perspective, the globalization of market influenced the increasing of brand crisis (Rea et al., 2014; Meulenberg et al., 2002). The example of brand crisis by product harm can be related to

the case of Firestone tires in 2000, when news spread that more than 100 people had died in accidents involving defective Firestone tires, the organisation had to recall millions of its products (Advertising Age, 2000). In September 2008, 6244 babies in China were diagnosed as suffering from numerous ailments after ingesting the poisonous Sanlu formula (People Daily, 2008) is also the famous case of brand crisis by product harm.

Referring to the above discussion on the brand crisis definition, most scholars defined it by focusing on the product or services failure which can harm the consumers and connected it to the effect of the brand crisis to the organisation. Whereas, to define the brand crisis should be more specific by connecting the situation of the brand crisis to the cause or factors that influence the brand crisis situation. Also, a brand crisis can occur not because of the product failure only; there are another factors can cause the brand crisis such as natural disaster, rumours, workplace violence and organisational misdeed (Coombs, 2004). Therefore, in completing the definition of brand crisis, the brand crisis should be defined as a situation of an unstable period with the high impact of the threat to the organization image and trust due to the event of natural disaster, rumours, workplace violence, product failure due to human and technical error or organizational misdeed.

2.3.2 Brand crisis typologies

In identifying the type of brand crisis, it can be caused by many forms either internally or externally. As cited in Evans and Elphick (2005), Seymour and Moore (2000) categorised the brand crisis based on the period of the brand crisis. Two types of brand crisis that has been suggested by Seymour and Moore (2000) are the 'cobra' type, and the 'python' types

depend on the way in which the crisis develops. The 'cobra' and 'python' brand crisis types are different from the suggestion by Booth (1993) which has suggested three types of brand crisis; gradual, periodic threat and a sudden threat. However, Evans and Elphick (2005) have made a comparison between the two suggestions and found some similarity between the two opinions as in Table 2.3.

Table 2. 3
Seymour and Moore (2000) versus Booth (1993)

Seymour & Moore (2000)	Response	Booth (1993)	Response
The Cobra type of crisis is sudden, for example, a disaster, which may come as a shock.	Defensive response with reliance on the known and trusted	Sudden threat or loss to whole organization	Defensive response with reliance on the known and trusted
The Python type of crisis creeps upon a company gradually, for example, caused by management or high cost.	Bureaucratic response when the crisis is not recognized-negotiated response when crisis recognized.	Periodic threat or loss to part or whole of the organization. Gradual threat with an increasing threat to part of the organization.	Negotiated response and recognition of the problem. Bureaucratic as the crisis is not recognized.

Source: Evans and Elphick (2005)

By referring to Meyers (1986), Evans and Elphick (2005) also highlight that the categories of brand crisis can be classified into nine division; (i) crisis in public perception, (ii) sudden market shifts, (iii) product failures, (iv) top-management succession; finances, (v) industrial relations, (vi) hostile takeovers, (vii) adverse international events (viii) regulation and (ix) deregulation. On the other hand, Fink (1986) as cited in Paraskevas (2006) differentiated a crisis into four stages; (i) prodromal crisis stage, (ii) acute crisis stage, (iii) chronic crisis stage and (iv) crisis resolution stage.

However, Paraskevas (2006) did not explain each stage. Also based on a book review by Wylie (1986), Fink (1986) also never explain each stage clearly. The classification of brand crisis typologies has been continuously discussed by academicians, and it leads to another suggestion of brand crisis typologies. Priporas and Vangelinos (2008) have classified the brand crisis typologies based on the factors of the crisis's cause such as natural disaster, technology defect, labour strike, terrorism, product corrupting and corporate espionage.

Heller and Darling (2012) have categorised the brand crisis based on time frame, short duration and long duration and divide the type on four phase, (i) preliminary crisis; (ii) acute crisis; (iii) chronic crisis and (iv) crisis resolution. In the first phase, preliminary crisis stage is the stage where the signal or warning of the crisis shown in the short-term or even immediate. The advantage will gain if the organisation aware of the signal or warning of preliminary crisis stage. In the second stage, an acute crisis is where the organisation needs to investigate and try to control the brand crisis from becoming more serious. Lack of awareness and attention during the preliminary crisis and acute crisis will lead the crisis to the chronic crisis stage. At this stage, not only the brand reputation will effect but also affect the financial stability, changing of leadership and management. The final stage, resolution crisis stage is the recovery stage and it also the preparation stage on predicting the first stage, preliminary stage. The complete cycle of the four-stage are as in Figure 2.3.

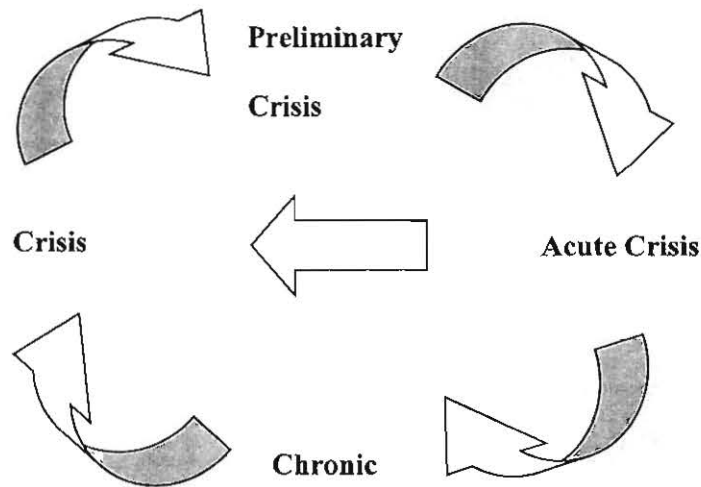


Figure 2. 3
Phases of typical crisis cycle
 Source: Heller and Darling (2012)

Almost similar to the classification suggested by Priporas and Vangelinos (2008), Coombs (2013) has categorised the brand crisis type into three clusters; (i) victim crisis cluster, (ii) accidental crisis cluster and (iii) intentional crisis cluster base on the cause of the crisis. The first cluster including natural disaster, rumours, workplace violence and product tampering or malevolence. The second cluster is challenges, technical error on accident and technical error on product harm. Lastly, the third cluster consists of human error on accident, human error on product harm and organisational misdeed. The details of brand crisis cluster, crisis types and the explanation are shown in Table 2.4.

Table 2. 4

Details of brand crisis cluster, crisis type and explanation.

Crisis Cluster	Crisis Type	Explanation
Victim crisis cluster	Natural disaster	Acts of nature that can damage an organisation or disrupt operations such as a hurricane.
	Rumors	False and harmful information is circulating about the organisation.
	Workplace violence	a current or former employee harms current employees at the workplace.
	Product tampering/malevolence	an external actor purposefully damages the organisation by actions such as product tampering or computer hacking.
Accidental crisis cluster	Challenges	Some stakeholders claim the organisation is acting in an inappropriate or irresponsible fashion. The public challenge is based on moral or ethical grounds, not legal concerns.
	Technical error: accidents	An industrial accident is caused by a technological or equipment failure.
	Technical error: product harm	a product is produced improperly through a technological or equipment failure. The defective product then poses a threat to consumers.
Intentional crisis cluster	Human error: accidents	An industrial accident is caused by human error. An employee causes the accident because of improper job performance.
	Human error: product harm	A defective product is created due to human error. An employee's improper job performance causes the defect and the defective product poses a threat to consumers.
	Organizational misdeed	Management knowingly violates laws or regulations or purposefully places stakeholders at risk. This would include knowingly selling a product that is dangerous or engaging in risky behaviours that could harm stakeholders in some way.

Source: Coombs and Holladay (2013)

As a conclusion, up to the researcher's knowledge, brand crisis typology can be categorised into two main judgments by the previous scholar, either base on type or base on time frame. However, there is no specific period such as months or years have been suggested on brand crisis typology base on time frame. The previous scholar just discussed it based on phases or stages. For the MAS's tragic incidents of missing MH370 and the crashed of MH17 which happened in 2014 can be classified as victim crisis cluster based on Coombs and Holladay (2013). The missing of MH370 is still a mystery until now, and the incidents might be caused by the natural disaster or the malevolence which it is classified as victim crisis cluster. For the second incident, the crashed of MH17 is caused by an external party who purposely trigger the crashed, and it can be classified as victim crisis cluster. It is important for an organisation to identify the brand crisis typology as it may facilitate the company on their reaction to overcome the brand crisis since the brand crisis will leave a massive effect on the organisations and brand loyalty.

2.3.3 Effect of brand crisis to the organisation and brand loyalty

Brand crisis will affect the organisation in particular and also the industry in general (Cleeren et al., 2007). The impact of the brand crisis can be divided into two categories, impact to the organisation in terms of brand loyalty and the impact to the organisation in term of survival of the organisation. Brand crisis basically will leave a negative impact on the loyal customer. The shortage of supply after the brand crisis occurs and the product recall will lead the loyal customer to choose the competing brand (Cleeren et al., 2007). Furthermore, the competitors will be more aggressive during the brand crisis by

enhancing their marketing strategy, advertising or reducing the price to gain more market share (Siomkos et al., 2010). Also, all the marketing weapon of the organisation becomes ineffective during the brand crisis.

There is a huge negative impact of the brand crisis to the organisation especially in term of post-crisis brand loyalty. The brand crisis will hurt the firm's performance, damage brand equity, tarnish the organisation's reputation, spoil customers' quality perceptions and confidence in the affected organisation (Dawar & Pillutta, 2000; Cleeren et al., 2007; Yubo et al., 2009; Siomkos et al., 2010). In the case of product failure, the harmness of the product will need the organisation to recall all their products in the market and re-fix the harmness. After the product has been recalled from the market, the shortage of the supply will be incurred. In this time, the customer tends to choose the competing brand as to fulfil their need of the recalled product. Or the possibility of the customer to stop buying the product in the same category is high (Cleeren et al., 2007). Therefore, the negative impact of brand crisis is not only on the particular brand of product but also on the industry as general.

However, besides all the negative impact on the brand loyalty, Cleeren et al., (2007) also discussed the positive attitude of the loyal customer. Loyal customers are more liable to engage in biased processing (Ahluwalia et al., 2010; Azize et al., 2011; Park & Lee, 2013). They have a propensity to resist or discount information that is disconfirmatory or counter-attitudinal, and to counter-argue negative information about their favourite brands more often to minimise cognitive dissonance (Dawar & Pillutta, 2000). As a

result, loyal customers have been found to show more sympathy for the brand, and trust the organisation deserves their help (Cleeren et al., 2007). Loyal customers have also been found to be not preferred to switch brands during shortage situations because of their inadequate experience with competing items; their search costs tend to be higher. They also incur higher exchange costs when buying non-preferred items (Campo, Gijbrecchts, & Nisol, 2000). However, this protection does not extend forever. During the recall period, customers cannot nurture their relationship with the brand through personal experiences, while companies are not liable to advertise a brand that is not available. As a result, the brand loyalty effect tends to decrease over time and lead to damage the brand loyalty.

The survival of the organisation affected by the brand crisis will be unstable. The damaging of brand loyalty by a customer will decrease the sale of the product; definitely, it will affect the profitability of the organisation. The profit gain from selling activities will decrease terrifically. From the financial aspect, the brand crisis will shrink the market share, stock prices and will include additional cost such as recalling the product cost (Rea et al., 2014). The confidence level of an investor investing in the affected organisation also will decrease, and in the worst case, it leads to either decline in financial value of publicly traded firms or the investor stop funding the organisation (Yubo et al. 2009). For example,

“Merck’s stock price plummeted from \$45.07 to \$33.00 in a single day on September 30, 2004, when Vioxx was recalled. Topps, one of the largest makers of frozen hamburgers in the United States, went bankrupt after it was forced to recall 21.7 million pounds of frozen hamburger on September 29, 2007.”

Yubo et al., 2009, p. 214

The consequences of the brand crisis to the brand loyalty and the survival of the organisation have been discussed by many researchers. Most of the finding concluded that brand crisis leaves a negative impact on the brand loyalty. Though some positive influence by the loyal customer to brand loyalty, but not much researcher search on how the effect of the combinations between primary crisis response strategy and secondary crisis response strategy towards the brand loyalty. Also, the factor that will mediate the negative impact of brand crisis such as brand reputation to the brand loyalty still has limited exposure by the previous researcher.

2.4 Brand Crisis Response Strategy

Strategic action to overcome the brand crisis needs to be formed by any organisation which suffered the brand crisis impact. Brand crisis response strategy will help the organisation to repair the tarnished reputation (Coombs, 2013) and gain back the trust and loyalty of the customers. It needs the organisation to forecast, identify, study and act on the crisis issues and establish a procedure which can help the organisation to cope with the crisis (Heller & Darling, 2012). The failure in doing so will lead the organisation to the chronic crisis stage with bigger losses will include. Composing a systematic approach to deal with the real crisis is a must for an organisation as preparation steps in

facing the brand crisis, and also it will protect the organisation to continue functioning as normal during the brand crisis (Heller & Darling, 2012).

Studies on brand crisis response strategy become preferable among the researcher. The development of the brand crisis response strategy studies expands from time to time. However, each crisis is unique and customisation of response strategy is needed to suit each of the crisis (Heller & Darling, 2012; Braun-LaTour et al., 2006& Loftus, 2006). Because of that, a variety of finding has been found in searching the best brand crisis response strategy. The summarisation of the previous research finding on determining the best brand crisis response strategy is as Table 2.5 below. No consensus in identifying the perfect brand crisis response strategy, only some similarity can be found in each research of brand crisis response strategy (He & Ran, 2015). It has been proved when the researcher did a simple investigation on the research finding on brand crisis response strategy from 1994 to 2011, no consensus on the findings due to the uniqueness of each crisis situation.

Table 2. 5
Research Finding on Brand Crisis Response Strategy

Authors	Title	Findings
Folkes (1984)	Customers reactions to product failure: an attribution approach	Customers prefer on expecting the apology and compensation as a brand crisis response
Bitner et al, (1990)	The service encounter: diagnosing favourable and unfavourable incidents.	Explaining the cause of the crisis has a positive effect on customer satisfaction.

Table 2.5 (Continued)

Baer and Hill (1994)	Excuse making a prevalent organisation response to complaints?	Explanation on the cause of the problem reduces the negative effect of the customer perception of the brand crisis.
Jorgensen (1996)	Components of customer reaction to company-related mishaps: a structural equation model approach	Comparison between denial strategies and apology strategies and the finding show customers prefer apology strategies.
Boshoff and Leong (1998)	Empowerment, attribution and apologising as dimensions of service recovery. An experimental study	Apology strategy are significant and have positive effect on the customer's satisfaction
Dawar and Pillutla (2000)	The impact of the product-harm crisis on brand equity: the moderating role of customer expectations.	Customer's expectation moderates the effect of brand crisis response strategy.
Ahluwalia et al. (2000)	Customer response to negative publicity: the moderating role of commitment.	Commitment moderates the customers' reaction to the brand crisis.
Dutta & Pullig, (2011)	Effectiveness of corporate responses to brand crisis: The role of crisis type and response strategies	Corrective action may or may not be the exclusively best response, depending on the nature of the crisis.

Ritchie (2004) state that in forming the brand crisis response strategy, two elements must be considered which is the types of crisis and dealing with the complexity of the crisis.

Ritchie (2004) as cited in Parson (1996) classified types of brand crisis into three; (i)

immediate crisis: little or no warning, organisation unable to do any preparations to handle the brand crisis, (ii) emerging crisis: crisis gradually developing and the organisation have opportunity to control or stop the brand crisis and (iii) sustained crisis: long-term crisis, may last for weeks, months or years. Coombs (2007) also classified the types of brand crisis into three major group; (i) victim crisis cluster (natural disaster, rumors, workplace violence, product tampering/malevolence), (ii) accidental crisis cluster (challenges, technical error accidents, technical error product harm) and (iii) intentional crisis cluster (human error accidents, human error product harm, organisational misdeed). Based on the literature, it is found that numerous categorisation of the brand crisis was discussed by the scholars and there is no consensus among the classification is observed. However, the work of Ritchie (2004) could be considered as a most appropriated and comprehensive classification. The identification tools suggested by Ritchie (2004) is based on the Burnett (1998): A crisis classification matrix as in Figure 2.4.

Time pressure		Intense		Minimal	
Threat Level	Degree of control	Low	High	Low	High
	Response options				
Low	Many	(4) Level 2	(3) Level 1	(2) Level 1	(1) Level 0
	Few	(8) Level 3	(7) Level 2	(6) Level 2	(5) Level 1
High	Many	(12) Level 3	(11) Level 2	(10) Level 2	(9) Level 1
	Few	(16) Level 4	(15) Level 3	(14) Level 3	(13) Level 2

Figure 2. 4
A Crisis Classification Matrix
Source : Ritchie (2004)

Ritchie (2004) concluded the research by suggesting the four steps in forming the brand crisis response strategy as below:

- (i) Pre- event stage, the development of strategy and plans.
- (ii) Before or after the crisis, implementations of strategies to deal with brand crisis impacts
- (iii) Continue implementation of strategies to control the rigorousness of brand crisis.
- (iv) Long-term resolution stage allows for evaluation and feedback for future.

However, parallel to other scholars, Ritchie (2004) also highlighted that there is no specific guideline on brand crisis response strategy can be suggested due to the need for flexibility, evaluation and potential modification based on the nature of the crisis and stakeholder's response. Therefore, further study should be continued in searching a complete brand crisis response strategy. And it becomes the aim of this study to confirm the brand crisis response strategy suggested by SCCT.

2.4.1 Category of brand crisis response strategy

Academic interest in brand crisis response strategy is rising (Cleeren et al., 2007; Ahluwalia, 2002; Dawar & Pillutla, 2000). As mention in above section, various of findings were suggested as the best brand crisis response strategy. Based on Coombs (1998), the brand crisis response strategy can be divided into ten (10) strategies in two major categories, primary crisis response strategy, and secondary crisis response strategy. Primary crisis response strategy consists of seven strategies as below:

- Attack the accuser
 - The action of confronting to the person or group blaming on the brand crisis.
- Denial
 - The action of denying the brand crisis.
- Scapegoat
 - Action of blaming the outside party for the brand crisis
- Excuse
 - Action of denying the intention of mistakes or inform about the inability to control the cause of brand crisis
- Justification
 - Explaining the reason for the brand crisis
- Compensation
 - Offer money or another gift to replace the effect of brand crisis
- Apology
 - Admit the responsibility and ask forgiveness

For secondary crisis response strategy, Coombs (1998) focused on the bolstering strategies which consist of:

- reminder, the action of informing the past good work;
- ingratiation, action of praising the stakeholder and informing the past good performance
- victimage, the action of informing the stakeholder that the organisation also the victims of the brand crisis.

However, Standop and Grunwald (2009) research focusing on retail industry only considered three strategies on responding to the brand crisis which is lesser than the

suggestion of Coombs (1998) and Coombs (2007). The three strategies are communication, compensation, and logistics. On communication aspect, Standop and Grunwald (2009) focused on forms or style and content used in communication by the organisation during the brand crisis. Type of compensation such as product replacement, repair or payment and the level or amount of compensation become the second strategies on response to brand crisis suggested by Standop and Grunwald (2009). The last strategy is logistics, relates to the organisational and technical infrastructure employed by the organisation in dealing with the brand crisis. It also stressed on how easy the victims of brand crisis to claim their right to compensation.

One can conceptualise brand crisis response strategy types at different levels of abstraction (Benoit, 1997) and it is complicated to construct a standardised response typology. In reality, existing empirical research uses a different basis for categorisation making it hard to compare results. For instance, Dawar and Pillutla (2000) conceptualise types of brand crisis response strategy regarding ambiguity while Ahluwalia et al.(2000) classified a response type based on either it counter argued the accusation of brand crisis, or it argued the value of the brand crisis account. Based on communication theory, Benoit (1997) recommended a typology of post-crisis responses, range from flat-out denial where the firm denies brand crisis to complete remediation where they promise remedial and preventive measures. Dawar and Pillutla (2000) conceptualised similarly; however, they omit the extensive variety of intermediate responses. In this study, brand crisis response strategies based on Coombs (1998) will be used as operational definition by considering Primary Response Strategy and Secondary Response Strategy. The

researcher decided to employed Coombs's (1998) brand crisis response strategies because the strategies suggested after considering the types of crisis either internally or externally of the organisation (Coombs, 2007).

2.4.2 Relationship between brand crisis response strategy and brand loyalty

Brand crisis response strategies are vital because it will affect the consumers' brand-related post-crisis judgments and unsuccessful brand crisis response strategies will negatively affect the brand equity (Dutta & Pullig, 2011). "Brand loyalty (namely as attitudinal loyalty and behavioural loyalty) serves as an indicator as well as an outcome of the brand equity" (Chahal & Bala, 2010; p.6). Brand crisis response strategy can be conceptualised at a different level of concept (Benoit, 1997) and it is complicated to construct a standardised response typology (Dutta & Pullig, 2011).

In determining the relationship of brand crisis response strategy and brand loyalty, Yu et al. (2008) examined the decision making process on brand after the organization implemented the brand crisis response strategy by categorised the customer's reaction to the brand crisis response strategy into two groups; consumers with complex purchasing behaviour and dissonance-reducing purchasing behaviour. Based on the sample size of 180 consumers in China, Yu et al. (2008) found that these two groups of consumers have a different reaction on adapting brand crisis responses strategy. Both groups of consumers will be affected by the crisis, but after brand crisis responses strategy has been done, consumers with complex purchasing behaviour are uncertain about their feeling. The consumer with dissonance-reducing purchasing behaviour is even worse of their

uncertain feeling than the consumers with complex purchasing behaviour. However, brand loyalty's influence seems to be passive on the response strategies, and it does not express any obvious sensitivity (Yu et al., 2008). Also, Yu et al. (2008) found that the consumers are almost unredeemable in psychology even though the corrective action has been implemented through brand crisis responses strategy.

The development of research in identifying the best brand crisis response strategy in overcome the brand crisis continues tremendously. Dutta & Pullig (2011) has divided the crisis into two type of crisis, performance related crisis and value related crisis. Based on the analysis involved 137 sample size, the findings show that the organisation can restore the brand equity in the aspect of brand confident and brand loyalty through the appropriate response strategy (Dutta & Pullig, 2011). Instinctively, take full responsibility, and promising corrective measures seems to be the best strategy in responding to the brand crisis. However, there are few another factors will influence the success of the brand crisis response strategy (Ahluwalia, 2002; Dawar & Pillutta, 2000) in restoring the brand loyalty and brand equity. Dutta and Pullig (2011) found that the brand crisis response strategy will restore the brand loyalty and affect the customer's post-crisis judgment, but it depends on the nature of the crisis. Based on their research findings, Dutta and Pullig (2011) concluded that in most nature of the crisis, the corrective actions or brand crisis response strategy that has been implemented by the organisation which involved in the brand crisis are not aligned in restoring the brand loyalty and confidence in the brand.

Helm and Tolsdorf (2013) on their research found that crisis affects the brand loyalty and brand crisis response strategy is the determinant of brand loyalty. Focusing on the airlines industry, Helm and Tolsdorf (2013) have analysed the response from 261 participants among the Business Student from three German public universities. The finding indicated that brand crisis negatively affects the brand loyalty. However, loyal customers' reactions to a crisis will also mainly depend on the form of crisis response strategies (Benoit, 1997) which may contribute to corporate reputation and loyalty enhancement if crisis response strategies exceed stakeholders' expectations (Helm & Tolsdorf, 2013).

In determining the relationship of brand crisis and future purchase intention, Rea et al. (2014) argued that purchase intention reflects consumers' tendency to engage in purchasing after positive or negative stimuli are received. The research was involved 371 participants among the consumers and focusing on the consumer reactions in terms of attitude toward the brand, involvement with the brand, company credibility and purchase intentions. The finding of Rea et al. (2014) stated that brand equity and brand loyalty could act as a moderator and lessen the negative effect of the brand crisis and long-term investment in building brand equity and brand loyalty can yield great pay off during the crisis. However, Rea et al. (2014) also stress out that an organisation cannot only rely on the existing brand equity and brand loyalty, but brand crisis response strategy is the key to overcome the brand crisis and to sustain the brand loyalty.

Based on above discussion, brand crisis response strategy will influence the brand loyalty after the brand crisis occurred. Most of the scholar found there is a significant

relationship between brand crisis response strategy and brand loyalty. However, the previous scholars still argue on the best brand crisis response strategy in sustaining the brand loyalty. Therefore, the following hypothesis are presented:

H1(a): Brand Crisis Response Strategy has a significant relationship to brand loyalty.

H1 (b): Attack the accuser is the best strategy to sustain the brand loyalty

H1 (c): Denial is the best strategy to sustain the brand loyalty

H1 (d): Scapegoat the best strategy to sustain the brand loyalty

H1 (e): Excuse is the best strategy to sustain the brand loyalty

H1 (f): Justification is the best strategy to sustain the brand loyalty

H1 (g): Compensation is the best strategy to sustain the brand loyalty

H1 (h): Apology is the best strategy to sustain the brand loyalty

H1 (i): Reminder is the best strategy to sustain the brand loyalty

H1 (j): Ingratiation is the best strategy to sustain the brand loyalty

H1 (k): Victimimage is the best strategy to sustain the brand loyalty

2.5 Corporate rebranding

The brand crisis may lead the organisation choose to undergo the corporate rebranding. The internal or external factors may influence the top management of the affected organisation to decide to rename the organisation (Roy & Sarkar, 2015). The corporate

rebranding is need for the organisation to communicate their brand revitalisation to stakeholders, especially consumers, to regain brand preference, also to be re-chosen and reused among competing brands (Le et al., 2014) especially after the brand suffered the negative effect of the brand crisis.

2.5.1 Definition of corporate rebranding

Rebranding is the combination of two words which are "re" and "brand." The word "re" is the prefix to regular verbs of action sometimes meaning "again" or "anew," meaning that the action is done a second time (Muzellec & Lambkin, 2006). Brand, as has been defined by American Marketing Association, is a name, term, symbol, design or a combination of them intended to identify products or services of a particular seller or a group of sellers and to differentiate them from the competitors.

"In the English language, the prefix "re" is used to form verbs denoting action . . . done over, often with the implication that the outcome of the original action was in some way impermanent or inadequate. In the context of corporate rebranding, this action usually involves changing the company's name, targeting and positioning, in an attempt to assign new meaning to the corporate brand and communicate new benefits to its stakeholders"

Gotsi & Andriopoulos, 2007; p.342

In term of corporate rebranding, Le et al. (2014) conceptualised it as the practice taken by the organisation in modifying existing or further building up new brand elements due to creating a new image. It is similar to the characterization of corporate rebranding preach by Roy and Sarkar (2015) and Muzellec and Lambkin (2006); corporate rebranding is the activity from a technical or practitioners which involve the creation of

a new name, term, symbol, design or a combination of them for recognized brand with the intention of increasing a differentiated (new) position in the mind of stakeholders and competitors.

Corporate rebranding is different to the corporate branding. It is because corporate branding is referred to the preliminary coherent articulation of the corporate brand and it may happen at any time. While, for corporate rebranding, it is referred to the transformation of initially formulated corporate brand to the new formulation (Merrilees & Miller, 2008). Rebranding is a corporate marketing revolution, and it is a very strong formal indication to stakeholders that something about the corporation has changed (Muzellec & Lambkin, 2006). The corporate rebranding also an organisation's response strategy through the changes of its self-identity as a dynamics of a competitive market to sustain and survive (Tevi & Otubanjo, 2013).

2.5.2 Factors of corporate rebranding implementation

Corporate rebranding strategies are an unavoidable phenomenon for any industry even though many studies have shown the negative effect of corporate rebranding (Muzellec & Lambkin, 2006). There are few studies has discussed the factors of corporate rebranding. Muzellec and Lambkin (2006) suggested main frequent factors of corporate rebranding such as mergers and acquisitions, spin-offs and brand image and reputation. Muzellec and Lambkin (2006) also categorised the corporate rebranding factors into four categories as below:

- Change in ownership structure such as mergers and acquisitions, spin-offs and emerges, private to public ownership and sponsorship.
- Change in corporate strategies such as diversification/divestment and internationalisation/localisation.
- Change in a competitive position such as erosion of market position, outdated image and reputation problems.
- (iv) Change in external environments such as legal obligation, major crises or catastrophes.

Le et al. (2014) stated in their studies by quoting Muzellec et.al (2003) that corporate rebranding strategies is the consequences of suffering changes in competitive position and its need for the organization to communicate their brand revitalization to the stakeholders and retain the customer loyalty to repurchase their products and avoid the customers switch to their competitors.

Roy and Sarkar (2015) focused on changing market dynamics as the factors of corporate rebranding strategies by organisations. Goi and Goi (2011) as cited in Roy and Sarkar (2015) divided the cause of corporate rebranding into two categories, the internal cause, and the external causes. The internal factors included a major transformation in the organisation's structure, the requirement to craft a new brand image or personality, result of merger, acquisitions or divestiture. While the external factors including the nature of competition, external stakeholders macroeconomic situation, the regulatory environment and major shifts in the marketplace.

On the other hand, Collange and Bonache (2015) focus the corporate rebranding factors in term of the aim by the organisation to reduce their brand portfolios which have become too unwieldy after several mergers and aim to create global brands as their marketing policies change from a multi-domestic to a global approach. Based on the above discussions, Table 2.6 simplify the factors of rebranding in the point forms.

Table 2. 6
The factors of corporate rebranding implementation

Author	Factor
Muzellec and Lambkin (2006)	i. Change on ownership structure ii. Change in corporate strategies iii. Change in competitive position iv. Change in external environments
Goi and Goi (2011)	i. Internal causes ii. External causes
Le et al. (2014)	Change in competitive position
Roy and Sarkar (2015)	Change in market dynamics
Collange and Bonache (2015)	Aim by the organisation to reduce their portfolio.

2.5.3 Relationship between corporate rebranding and brand loyalty

Corporate rebranding in brand management is a common strategy taken by any organisation in responding to the changing in the market situations and in certain situation it becomes a necessary action to be taken by an organisation (Muzellec & Lambkin, 2006). However, Muzellec and Lambkin (2006) also preach that corporate

rebranding strategy is against the basic theory of marketing where the strong brand is built through many years by sustained brand loyalty which brand loyalty is the main key to the higher margins and continuing stream of income to the brand owner. Corporate rebranding strategy will ruin the brand loyalty that has been built for years.

Gotsi and Andriopoulos (2007) referred to the case of British Airways', and Royal Mail's Consignia fiasco failed in their rebranding strategy as a prove that rebranding could be a challenging process. The main challenging is the organisations need to spend extra higher in the corporate rebranding campaigns to create the awareness among the consumers regarding the transformation and also to sustain the competitive advantage with the new corporate identity. Another challenges is the consumers' attitude toward the corporate rebranding, the customers with pre-existing associations might feel alienated by the corporate rebranding (Gotsi & Andriopoulos, 2007). By focusing on the telecommunications industry, Gotsi and Andriopoulos (2007) have completed the qualitative research by interviewing the staffs from the company that has undergone the rebranding. Gotsi and Andriopoulos (2007) found that there are four pitfalls consequences of the rebranding activities. The pitfalls are disconnecting with the core (departing too much from what customers have long considered as core about the company is the highest risk of rebranding); stakeholder myopia (the risk of staffs are then unable to substantiate the corporate brand promise in their customer encounters, and are left vulnerable to negative reactions); emphasis on labels not meanings (the risk of employees fails to realign their attitudes and behaviours with the requirements of a new

positioning); and, one company, one voice: the challenge of multiple identities (the risk of aligning the new vision with existing sub-cultures).

Collange (2014) supported the opinions of Gotsi and Andriopoulos (2007) after his study found that demand for services is declined significantly after the brand name change. The findings of the research in the service industry which involved 320 customers on the aspect of customer's evaluation on the service, the proximity between the new brand and the service, superiority of the new brand name versus the primary brand name in terms of image, and consumer attachment to the service are declined after the rebranding. The research of Collange (2014) has proposed a comprehensive model of consumer reaction to service rebranding. The customer reactions are related to the customer loyalty toward the brand. Therefore, a poor corporate rebranding strategy might have the risk of destroying the brand loyalty.

Continues to the above research, Le et al. (2014) discussed the corporate rebranding strategy in two types, evolutionary rebranding and revolutionary rebranding. In their study, they found that the evolutionary rebranding is easier and effectively perceived or born in consumers' minds. On the other hand, in revolutionary rebranding, the new brand entity will destroy the consumer psychological and emotional connection with the previous brand. However, for the situation of brand crisis, the corporate rebranding offer the advantages to the tarnished brand name by adopting a new brand name as a signal of transformation, to break up it from previous image and association of inferiority can produce privileged consumer brand preference. Tsai et al. (2015) focus on the context of

the lodging industry in the United States in their study to examine the consequences of the corporate rebranding strategy. The corporate rebranding will interrupt the link between the consumers and the origin brand, then swaps it with the destination brand. If the destination brand is allied with the better (worse) quality compared to the original brand, then the consumer's intention of purchase is plausible to increase (decrease) (Tsai et al., 2015).

In the case of MAS, the organization has undergone the evolutionary corporate rebranding. The first steps that MAS did is by changing the top management of the organization and followed by changing the corporate brand name from MAS to MAB, and currently it change again to Malaysia Airlines. The corporate rebranding practiced by MAS might not destroy the psychological and emotional connection of the existing loyal customer because MAS chose the new brand name which almost the same with previous well known brand name, Malaysia Airlines System. The existing loyal customer might not aware with the little changes in the brand name. As the consequences, the loyal customer will remain loyal although MAS has undergone the corporate rebranding after involved in double fatal crisis. For the customer who aware on the corporate rebranding did by MAS might accept it as "improvement for the betterment" actions after the double fatal crisis. It also might make them remain loyal to MAS.

Based on the above discussion, previous research found that corporate rebranding has a significant influence on the customer's reaction and it relates to the brand loyalty either positively or negatively. Table 2.7 shows the comparison between the positive and

negative impact of corporate rebranding to the brand loyalty based on the discussion above and it leads to the presented hypotheses below:

H2 (a): Corporate rebranding has a significant relationship to the brand loyalty.

H2 (b) Corporate rebranding is the best strategy to sustain the brand loyalty

Table 2. 7

The impact of corporate rebranding to the brand loyalty

	Author	The impact of corporate rebranding
Positive impact	Le et al.(2014)	Corporate rebranding is a signal of transformation and it will break up the previous image which can produce privileged consumer brand preference.
	Tsai, et al.(2015)	Corporate rebranding with better quality of product or service will increase the consumer's purchase intention.
Negative impact	Muzellec and Lambkin (2006)	Corporate rebranding is again the basic theory of marketing. Brand loyalty needs a long period to gain and corporate rebranding will ruin the existed brand loyalty.
	Gotsi and Andriopoulos (2007)	Corporate rebranding is a very challenging process and the customers with the pre-existing association will feel alienated to the new brand name.
	Collange (2014)	Demand declined after the brand name change and poor strategy will risk the brand loyalty

2.6 Brand Reputation

2.6.1 Definition of brand reputation

The reputation brings the meaning of the estimation of consistency over time of a quality of an entity (Herbig & Milewicz, 1997). The estimation has been formed based on the entity's willingness to perform and activity constantly in similar quality. Also, brand reputation has been defined as the estimation by a customer of the consistency of product or service quality associated with the brand name (Sengupta et al., 2015; Zayerkabehe et al., 2012; Selnes, 1998).

Reputation is an aggregate combination of all previous transactions over the life of the entity, a historical view, and requires consistency of an entity's actions over a long-standing time. Reputation is established by the flow of information from one customer to another. Hence, transactions between the organisation and other parties must have occurred for a reputation to be established. Reputation, though, is an imperfect element since there is always a time-lag effect (Sengupta et al., 2015). The determination of reputation is based on the latest transaction, and it will influence the next transaction. The critical factor in the reputation progress is the time frame concerned with the speed of the information flows. It also depends on the customer's belief and its observation of the organisation's past performance. Therefore, it becomes a must for an organisation to provide accurate information to the customers and it will help to secure longer reputation. Reputation is a valuable commodity for an organisation, and it's really fragile, once eroded, it takes years to rebuild (Sengupta et al., 2015).

The fragility of brand reputation become more because brand reputation has mutual depend relationship with quality aspect. The development of brand reputation is based on the subjective evaluation of the quality of product or services offered by the organisation (Rhee, 2009). Therefore, a slight mistake or failure on the product or service will affect the brand reputation. However, nowadays, the aspect that will tarnish brand reputation is not only on product or service failure but also be extended to the social responsibility and employee treatment by the organisation (Rhee, 2009). This situation complicates the organisation in sustaining their brand reputation.

2.6.2 Factors of brand reputation

Various research has been done in identifying the brand reputation's factors. One of the prominent factors found is the corporate social responsibility (CSR). CSR is the main factors in building brand reputation. Many organisations has used CSR as a strategic tool to establish a good brand reputation (Jinfeng, Runtian, & Qian, 2014). Fombrun (2005) suggested that engaging CSR activities which can develop brand reputation are extrinsic motivations for the organisation. In addition to CSR, Rindova, Williamson, Petkova and Sever (2005) found that resource signals (quality of inputs and quality of productivity assets), certifications from institutional intermediaries (media rankings and certifications of achievement), and affiliation with high-status actors influence the impact on brand reputation.

Performance quality also will determine the brand reputation. Performance quality has a significant relationship to the customer satisfaction, and it will control the brand loyalty

and build the brand reputation (Selnes, 1998). Another factor of brand reputation that most suggested by previous research is the past financial performance. Financial performance is positively interrelated to brand reputation (Chang, 2012; Brian, Bergh, & Ketchen, 2010; Deephous & Carter, 2005; Roberts & Dowling, 2002). Previous literature has suggested various of the factors of brand reputation, for example, Chang (2012) not only emphasised on financial performance as factors of brand reputation, but also stressed out innovativeness, treatment of employees, handling of ethical issues, and commitment to the environment. The same goes to Schwaiger (2004) proposed that CSR, quality factor, attractiveness, and operational performance are all related to brand reputation. And finally, Walsh et al. (2009) suggested that customer satisfaction and trust have positive impacts on brand reputation.

Summing up, in addition to CSR, factors of brand reputation include performance, quality, and attractiveness. These three elements will help organisations build their brand reputation. However, brand reputation is easy to be tarnished when a brand crisis occurs. Once the brand reputation tarnished, organisations will require a long period to redevelop the brand reputation. And the questionable issue is regarding the similarity of post-crisis brand reputation's factors, either still similar to pre-crisis brand reputation's factors or differences factors will come into concern.

2.6.3 Relationship between brand crisis response strategy and brand reputation

Negative publicity existed during the crisis urged the organisation to be vigilant in response to the brand crisis (George et al., 2010). Consumers will be more alert to the

reaction by the organisation due to the exposure by the press and media. Besides the negative publicity, the organisation has the opportunity to gain advantages from the brand crisis through the excellent brand crisis response strategy.

The reaction taken by the organisation in handling the brand crisis will indicate the judgment of the public and consumers towards the organisation's responsibility. The judgment on the brand crisis response strategy taken by an organisation will affect the brand reputation (Cleeren et al., 2007). A slight mistake on brand crisis response strategy will leave a huge impact on the sustainability of the organisation, and it may lead to another crisis (Siomkos & Kurtzban, 1994).

In identifying the relationship between brand crisis response strategy and brand reputation, Sohn and Lariscy (2012) focused on the CEO's reputation as a brand crisis response strategy. Based on the experimental research involved 221 participants among the university's students, Sohn and Lariscy (2012) found that by matching the type of CEO's reputation with the crisis type will be more effective in restoring corporate reputation. CEO with a good reputation of competence can be considered as the properties of resources, and it will be beneficial as a brand crisis response strategy to the organisation. The development of the research on brand crisis response strategy and brand reputation continues with the research by Kiambi and Shafer (2015) which examined the relationship of three crisis response strategies (sympathy, compensation, and apology) and prior reputation (good or bad). Based on the findings of their research which involved 230 undergraduates student in South Central United States, Kiambi and

Shafer (2015) stressed out that previous good reputation has better post-crisis evaluation than those with a previous bad reputation regardless of the organisation's crisis response strategy. Organisations with previous good reputation will have fewer public anger and fewer negative word-of-mouth regarding a crisis than organisations with previous bad reputation.

The significance of previous good reputation for an organisation emphasises the need for pre-crisis public relations to erect a strong positive pre-crisis reputation. In addition, Park (2016) emphasise on the circulating the base response messages, and it could diminish reputational decline, especially during the crisis. The company's top priority should be concentrated on the public's physical and psychological needs. According to Park (2016), the base response is important not only because to satisfy the public's need for information, but it will give the impressions that the company prioritises the public's safety and expresses apprehension for the victims. Therefore, it should be considered as a part of brand crisis response strategy, and it will diminish the negative effect of brand crisis on the brand reputation.

The effectiveness of brand crisis response strategy might be influence by the reputation of the brand. The immediate action either during or post- crisis will easily been accepted by the victim or non-victim if the brand has good reputation before the crisis. However, if the selection of brand crisis response strategy is wrong either during or post crisis, it may lead to another crisis though the brand has good reputation. Referring to the MAS case, MAS recorded good reputation for years before involved in double fatal crisis in 2014.

During the moment of the crisis, MAS took few actions such as apology and give justification on the tragedies as a strategy in handling the crisis and then continued with few post-crisis actions such as give compensation to the victims's family in overcome the crisis. However, MAS was accused for trying to hide some facts due to the late justification made especially for the case of the missing plane, MH370.

Based on the above discussions, it shows that a relationship exists between brand crisis response strategy and brand reputation especially after the occurrence of a brand crisis. There is a variation of the elements of brand crisis response that has been examined by the previous researcher and it has influenced the brand reputation. Therefore, for this study, the influence of brand crisis response strategy which is consist of primary crisis response strategy and secondary crisis response strategy to the brand reputation will be examined, and it leads to the following hypothesis:

H3: Brand Crisis Response Strategy has a significant relationship to brand reputation.

2.6.4 Relationship between corporate rebranding and brand reputation

Corporate rebranding strategy is a strategy which has been proved that will include high cost and carries a high level of reputation risk to the organisation. Especially, the corporate rebranding strategy which involved the name changes, it will tarnish the positive reputation that the brand usually arouses (Muzellec & Lambkin, 2006). However, the negative effect of corporate rebranding on the brand reputation depends on the post-corporate rebranding strategy such as corporate rebranding awareness campaign which has been discussed deeply by Muzellec and Lambkin (2006). A massive

advertising campaign may assist the new brand to gain the reputation, but it still non-valid argument due to the previous brand was already established before the name change. The corporate rebranding campaign was simply binding a new name with a set of already established brand associations (Muzellec & Lambkin, 2006).

Le et al.(2014) point out the positive effect of the corporate rebranding strategy to the organisation. A revitalisation of the brand position will keep the brand fresh and retains pertinent to contemporary market environments will meet existing and anticipated customer needs. Well-judged market repositioning can give more favourable brand association to contemporary market and consumer demands. Therefore, the brand reputation will be animated, and consumer preference towards the repositioned brand will be recaptured, improved, and further enhanced.

The multi-effect (positive or negative) of corporate rebranding to the brand reputation showed that there is an inconsistent relationship based on the previous study. The risk of corporate rebranding strategy is needed to be well-judged especially for the competitive industry such as airlines industry. The reputation of the airline's organisation will determine the sustainability and profitability of the organisations in the airlines industry, and reputation is the key factor for the customer loyalty (Mohd Johan, Mohd Noor, Bahar, Yan, & Ping, 2014).

On the other hand, Collange (2014) stated that the corporate rebranding strategy involved the name change will destroy the reputation of the organisation among the

customers, employees and financial analysts. Although corporate rebranding strategy will leave a tremendous effect on the organisation's survival, there has been very little academic research on the topic (Collange, 2014). This statement has been supported by Roy and Sarkar (2015) by related the negative effect of corporate rebranding to the brand associations, the key factors of brand equity. By considering the response from 180 students in India, Roy and Sarkar (2015) have examined the effect of corporate rebranding to the established and less- established brand. The findings found that CBBE of an established brand to diminish after corporate rebranding while less-established brand to be enhanced. Based on the findings, Roy and Sarkar (2015) conclude that the impact of any corporate rebranding effort would affect brand associations and the core network leading to a dilution of its presented brand equity.

Based on the discussion above, it shows that corporate rebranding will leave the negative impact on the established and crisis-free brand reputation. However, corporate rebranding is positively impacted on the less-established brand reputation and improve the tarnished brand reputation by binding the customer to the new brand. Therefore, the below hypothesis has been presented:

H4: Corporate rebranding has a significant relationship to brand reputation.

2.6.5 Relationship between brand loyalty and brand reputation

Numerous of research has been done in determining the relationship between brand reputation and brand loyalty. Good brand reputation will attract more customer because of their trust on the good reputation, and if the organisation is continuously giving good

reputation, it will create the loyalty toward the brand (Loureiro & Kastenholz, 2011). Chang (2012) support the finding of Loureiro and Kastenholz (2011) by enlightened the customers always expect the high quality of the product or services with a good brand reputation which it is the direct factor to the customer satisfaction. Good brand reputation just will be gained through a high quality given to the customers and the information spread by the customers to others will shape the perception of high reputation product or services is high-quality product or services.

Customers always expect the high quality of the product or services with a good brand reputation which it is the direct factor to the customer satisfaction and brand loyalty (Chang, 2012). There is a positive relationship between the brand reputation and brand loyalty. However, in the case of brand loyalty after the crisis, there is a mixed result on the relationship between brand reputation and brand loyalty (Sengupta et al., 2015). The past good performance of high reputation brand will reduce the negative effect on the customer's perception during the crisis. Customers will always compare the past good quality with the negative impact during the crisis, and it will influence the brand loyalty. As has been mentioned in Chapter 1, Siomkos (1999) discovered that the higher the reputation, the small negative effect of brand crisis toward the brand loyalty. This has been supported by Schlegelmilch (2013), that well-known brands acquire the benefit of the doubt and customers recognise the mistakes as less hazardous. Also, Huang (2011) successfully discovered that brand equity mediates the relationship between recovery strategy and satisfaction level. However, compared to the research by Coombs and Holladay (2006), it confirmed that favourable reputation or higher reputation organisation

is expected to respond in exceed the normal response with higher cost respond action not considering the level of the crisis.

The finding of Coombs and Holladay (2006) is supported by the suggestion of Rhee and Haunschild (2006) and Rhee (2009), which mentioned that the good quality of organisation's reputation penalised more than low quality of organisation's reputation after the brand crisis occurred. This argument has been supported by Hess (2008) and Brady et al. (2008) that excellent reputation will not buffer the effect of brand crisis because it will not reduce customer's perception towards the brand crisis. Further research need to be continued to explain the inconsistent findings because each crisis is unique and will differently affect the relationship of brand reputation and brand loyalty. Also, most of the previous research focuses on the relationship between brand reputation and brand loyalty on product sector and less on service sector such as airline industry which the reputation is the vital factor to sustain brand loyalty.

By summarising the previous literature, relationship between brand crisis response strategy and brand reputation has been clearly explained. On the other hand, the relationship between brand reputation and brand loyalty after the crisis still has a disagreement with the previous research findings. Also, most of the research focused on specific brand crisis response strategies such as only on product recall (Anwar, 2014; Dawar & Pillutta, 2000) and specific element of brand loyalty such as purchase intention (Herwati, 2013; Nizar & Frank, 2009). Therefore, in fulfilling the gap, the following hypothesis is presented:

H5: Brand reputation has a significant relationship to the brand loyalty.

2.6.6 Brand reputation as mediating variable.

Mediating variable or also known as a mediator has been defined as an intervening variable that postulated to exert an effect on an outcome another variable through one or more intervening variables (Hayes, 2009). A mediator is a variable which links the relationship between independent and dependent variables and provides clarity to the cause and effect relationship (Baron & Kenny, 1986). Therefore, the addition of mediator variable in any research framework will enhance its research design. For this study, brand reputation is the mediator between the dependent variable, brand loyalty and independent variables, brand crisis response strategy, and corporate rebranding.

Bontis et al., (2007) preach that brand reputation is the strongest driver of the brand loyalty. However, there is very little research has been taken to examine the brand reputation as a causal factor to the brand loyalty. Focusing on the banking industry, Bontis et al., (2007) concluded that reputation serves as a mediator of two links; customer satisfaction and loyalty, and satisfaction and recommendation. Many studies identify the significant relationship between brand reputation and brand loyalty. Chang (2012) indicate there is a significant relationship between brand reputation, perceived value, and customer satisfaction to the brand loyalty in the restaurant sector. Other researchers also indicate that brand reputation has a significant relationship to the brand loyalty such as Sengupta et al., (2015), Loureiro and Kastenholz (2011), Selnes (1998) and Milewicz & Herbig (1997).

Studies in determining the relationship between brand crisis response strategy and brand reputation have found that there is a positive relationship between the two elements. Schlegelmilch (2013) indicates that the brand reputation will influence the effectiveness of brand crisis response strategy implemented by the organisation. In general, consumers perceive the brand crisis base on the level of brand reputation, an organisation with high reputation is less hazardous than low reputation organisation. There are many other studies that have been done found the significant relationship between brand crisis response strategy and brand reputation, for examples the research by Rea et al., (2014), Siomkos et al. (2010), Coombs and Holladay (2006), Siomkos (1999), and Siomkos and Shrivastava, (1993). Corporate rebranding also has a significant relationship to brand reputation as has been discussed deeply by Muzellec and Lambkin (2006), Collange (2014) and Roy and Sarkar (2015).

Referring to Baron and Kenny (1986), there are four conditions must be met to establish mediation. The conditions are as below:

- i. The independent variables (brand crisis response strategy and corporate rebranding) must be related to the dependent variable (brand loyalty).
- ii. The independent variables (brand crisis response strategy and corporate rebranding) also must be related to the mediating variable (brand reputation).
- iii. The mediating variable (brand reputation) should have a significant relationship to the dependent variable (brand loyalty).

iv. The significant relationship between the independent variables (brand crisis response strategy and corporate rebranding) and the dependent variable (brand loyalty) will be reduced (partial mediation) or no longer be significant (full mediation) when controlling for the mediating variable (brand reputation).

Based on the above discussion, brand reputation has been extensively researched and has a significant relationship between the dependent variable and independent variables of this research. However, there are limited studies that used brand reputation as a mediator between brand loyalty and brand crisis response strategy and corporate rebranding in the context of the airline industry. This research intends to fill this gap. Therefore, the following hypotheses are presented:

H6: Brand reputation mediates the relationship on brand loyalty and between brand crisis response strategy and corporate rebranding.

2.7 Theoretical Framework

A theoretical framework is a basis from which all knowledge is erected (metaphorically and literally) for a research study. It provides the structure and support for the rationale of the study, the problem statement, the purpose, the significance, and the research questions. It also provides the structure to describe how the researcher will philosophically, epistemologically, methodologically, and analytically approach the dissertation as a whole (Grant & Osanloo, 2014). The theoretical framework varies from conceptual framework because it derived from an existing theory (or theories) in the literature that has already been tested and validated by the previous researcher and is

considered a generally accepted theory in the scholarly literature. While the conceptual framework set out the key factors, constructs or variables, and assume relationships among the variables (Imenda, 2014).

The theoretical framework of this study is based on the Situational Crisis Communication Theory (SCCT) and Reciprocal Theory. The first connection is between independent variables (brand crisis response strategy and corporate rebranding) to the dependent variables (brand loyalty). It leads to the first and second hypothesis of this study. The second connection is between independent variables (brand crisis response strategy and corporate rebranding) to the mediating variable (brand reputation) and it leads to the H3 and H4. H5 is based on the connection between the mediating variable (brand reputation) and the dependent variable (brand loyalty). Lastly, H6 is on the mediating effect of brand reputation on the relationship between independent variables and dependent variable.

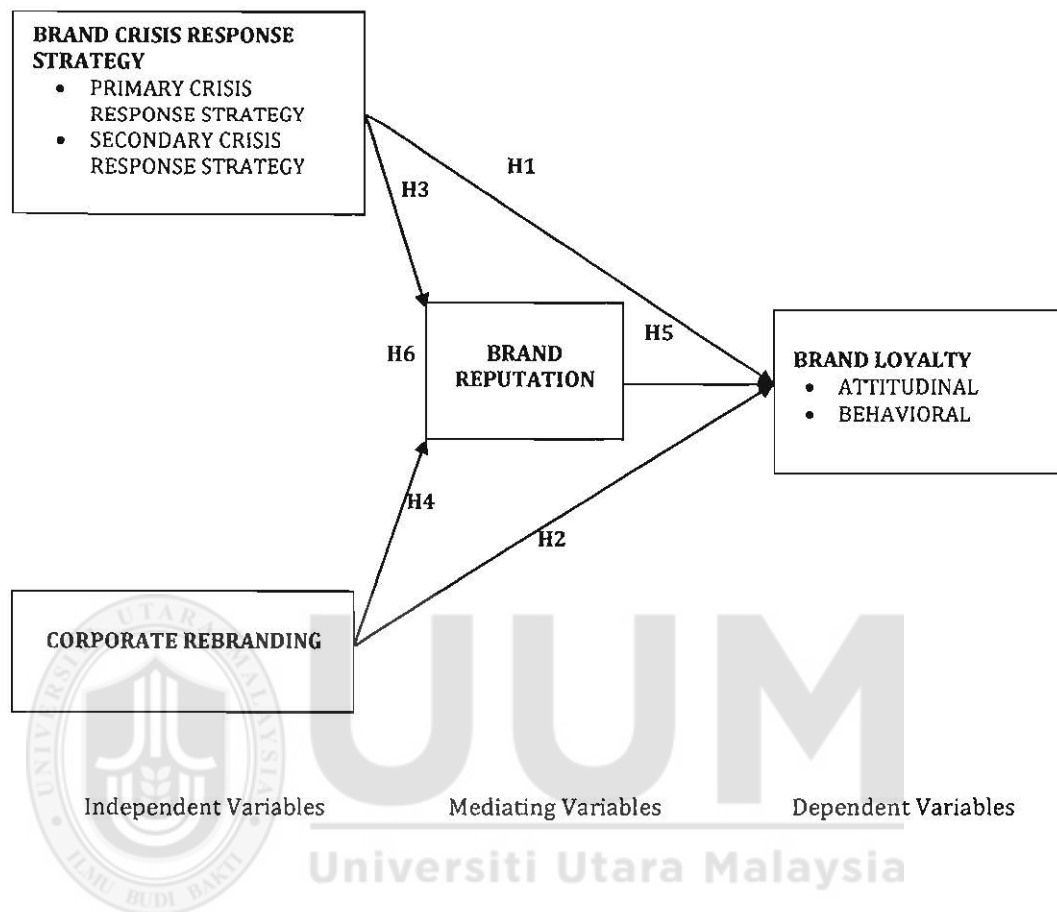


Figure 2. 5
Theoretical Framework

2.8 Research Hypothesis

Based on the critical evaluation of previous literature and objectives of the research as well as the current conceptual framework, the following hypotheses are drawn. The summary of the objective and hypothesis are as in Table 2.7

Table 2. 7
Summary of objective and hypothesis.

No. 1	Objective 1 To investigate the relationship between Brand Crisis Response Strategy (Primary Response Strategy and Secondary Response Strategy) and brand loyalty. H1(a) Brand Crisis Response Strategy has a significant relationship to brand loyalty.
2	Objective 2 To investigate the relationship between corporate rebranding and brand loyalty. H2(a) Corporate rebranding has a significant relationship to brand loyalty.
3	Objective 3 To investigate the relationship between Brand Crisis Response Strategy (Primary Response Strategy and Secondary Response Strategy) and brand reputation. H3 Brand Crisis Response Strategy (Primary Response Strategy and Secondary Response Strategy) has a significant relationship to brand reputation.
4	Objective 4 To investigate the relationship between Corporate rebranding and brand reputation H4 Corporate rebranding has a significant relationship to brand reputation.

Table 2.7 (Continued)

5	Objective 5
	To investigate the relationship between brand reputation and brand loyalty.
H5	Brand reputation has a significant relationship to the brand loyalty.
6	Objective 6
	To investigate the best strategy among the brand crisis response strategy and corporate rebranding to sustain the brand loyalty.
H1 (b)	Attack the accuser is the best strategy to sustain the brand loyalty
H1 (c)	Denial is the best strategy to sustain the brand loyalty
H1 (d)	Scapegoat the best strategy to sustain the brand loyalty
H1 (e)	Excuse is the best strategy to sustain the brand loyalty
H1 (f)	Justification is the best strategy to sustain the brand loyalty
H1 (g)	Compensation is the best strategy to sustain the brand loyalty
H1 (h)	Apology is the best strategy to sustain the brand loyalty
H1 (i)	Reminder is the best strategy to sustain the brand loyalty
H1 (j)	Ingratiation is the best strategy to sustain the brand loyalty
H1 (k)	Victimage is the best strategy to sustain the brand loyalty
H2 (b)	Corporate rebranding is the best strategy to sustain the brand loyalty
7	Objective 7
	To examine the mediating effect of brand reputation between Primary Response Strategy, Secondary Response Strategy and corporate rebranding on brand loyalty.
H7	Brand reputation mediates the relationship on brand loyalty and between Primary Response Strategy, Secondary Response Strategy and corporate rebranding.

2.9 Conclusion

This chapter critically discussed the literature on the main variables selected in this research. It started by providing an introduction and basic definitions of a brand loyalty, along with the predictors of brand loyalty and the effect of brand loyalty. Preceded by this was the discussion on the underpinning theory, Situational Crisis Communication Theory. The brand crisis also been discussed with its definition, typologies and its effect to the organization and brand loyalty. Then, it proceeded towards explaining the independent variable of the research, which is the brand crisis response strategy and corporate rebranding. After that, a detailed explanation was provided on the mediating variable, brand reputation along with its relationship to the dependent variable and independent variables. In the end, a detailed on the theoretical framework has been presented and followed by the research hypothesis.



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CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the methodological aspect of the study. The main discussion in this chapter is on how the research was conducted and how the data was collected and analysed. This chapter begins with a description of the research design, operational definition, research instrumentation and measurement, data collection method and procedures, techniques of data analysis, pilot-test and conclusion.

3.1 Research Design

The research design is a master plan of this study on the steps to conduct the research. Research design consists all the major part of the research such as the principle of the study, the types of exploration, the extent of researcher intervention, the study setting, the unit of analysis, the measurement, data collection methods, sampling design and data analysis (Sekaran, 2003).

The current research aims to examine the consumer perception of brand crisis response strategy, corporate rebranding, brand reputation and brand loyalty. The elements in the brand crisis response strategy are attack the accuser, denial, scapegoat, excuse, justification, compensation, apology, reminder, ingratiation, and victimage. In this study, the researcher utilised a cross-sectional approach to gather the data. Cross-sectional or

also known as the one-shot study is a study in which data are gathered just once, possibly over a period of days or weeks or months, to answer a research question (Sekaran, 2003). The researcher chooses to utilise the cross-sectional approach for this study because the data collection was carried out once and represents the problem statement at specific of time. For data collection's instrument, this study exercised the close-ended questionnaires, and the formation of the questionnaires is based on the literature gathered from the primary and secondary data.

As a whole, this research was conducted by means of a quantitative design by following a survey based experiment and by using adaptations and modifications of existing scales. There was a use of a questionnaire (survey) structure, which is said to be appropriate for testing the hypotheses posed in the research (Zikmund & Babin, 2010, p.270). The questionnaire was constructed from existing instruments in alignment with a scenario-based approach in which real example of brand crisis was presented to respondents seeking their perceptions on the questionnaire's items. Respondents were asked to rate each of the ten brand crisis response strategies (primary and secondary crisis response strategy), corporate rebranding, brand reputation and brand loyalty based on a seven point Likert scale ranging from "1 = Strongly disagree" to "7 = Strongly agree". Each brand crisis response strategy was presented as a one-sentence description of how an organization responds to a crisis based on previous SCCT related research distilled a list of crisis response strategies from a wide array of crisis communication writings (Coombs, 1999).

Previous quantitative research approach on SCCT was carried out on other primary crisis response strategy such as attack the accuser, denial, scapegoat, excuse, justification, compensation, and apology but a lack of study on the secondary crisis response strategy; a reminder, ingratiation, and victimage (Coombs, 2013). In comparing the best brand crisis response strategy among the suggested crisis response strategies, the quantitative approach was exercised to determine the consumer perception on the brand crisis response strategy to the brand loyalty. By exercising the quantitative approach, the generalisation can be achieved through the random samples of sufficient size.

3.2 Sample Design

3.2.1 Population and Sample Size

This study's target population is the passengers of the MAS airline's services in Northern Region of Peninsular Malaysia (Perlis, Kedah, and Penang). North Region of Peninsular Malaysia including of Perlis, Kedah, and Penang were chosen because there are two international airports (Penang International Airport and Langkawi International Airport) and one domestic airport (Sultan Abdul Halim Airport) in the Northern Region of Peninsular Malaysia. In Malaysia, there are two types of airport for the commercial use, the international airport; handling the domestic and international route flight and domestic airport; handling the domestic route flight. There are six international airports and sixteen domestic airports in Malaysia (Malaysian Ministry of Transport, 2015). MAS offered their airlines' service at each airport. The MAS flight passengers from the three airports in North Region have the same characteristics of all MAS airlines passengers. Their perception toward the crisis that happened to MAS are relevant to determine the

brand crisis response strategy in sustaining the brand loyalty. Therefore, the researcher decided to collect the data from three airports in the Northern Region of Malaysia.

Based on the record by Malaysia Airports Holdings Berhad in 2015, the total MAS airline's passengers in the Northern Region were 1,671,031 and from the three airports in Northern Region namely Langkawi International Airport, Sultan Abdul Halim Airport, Kedah and Penang International Airport were 389,362; 239,676 and 1,041,993 passengers respectively (include international and domestic flight). The details of MAS airline's passengers in the North Region of Malaysia are as in Table 3.1. The passengers of MAS airlines services were chosen because MAS has a tragic history in airlines service, MH 370 and MH 17 in 2014. The incidents leave an emotional impact to all Malaysian in specific, and the whole world as general.

Table 3. 1
Total MAS Passengers Handled by North Region Airport, Malaysia (as at 2015)

Airport	Total Passengers
Langkawi	389,362
Kedah	239,676
Penang	1,041,993

Sources: Malaysia Airports Holdings Berhad (2015)

The total population of MAS airline's passengers in Northern Region, Malaysia was 1,671,031 passengers. The determination of sample size for this research was made after considering two techniques in calculating the sample size. The first technique is based on statistical power analysis by Cohen (1977). In order to determine an adequate sample size, the values of significance level (α), effect size, power ($1-\beta$) and estimated variance

have to be pre-determined. However, if the study aims to look at the correlation of variables, the estimated variance is not needed for calculating the sample size of the study (Chuan, 2006). The recommendation by Talib (2014) of the fit value for effect size is 0.3, $\alpha = 0.05$ and $1-\beta = 0.8$ in calculating the sample size was adopted. The program of G*Power 3 used in calculating the sample based on the fit value recommended by Talib (2014). The sample size determined is 302 respondents. The second technique is based on Krejcie and Morgan (1970) table. Referring to the table by Krejcie and Morgan (1970), the total sample size is 384 respondents. After considering the both sample size that was determined, the bigger sample size was chosen with the assumption that all aspects in determining the sample size were considered (Talib, 2014). Therefore, the sample size of this study consists of 384 respondents.

3.2.2 Sample and Unit of Analysis

The process of sampling commences with the identification of the population. The population can be defined as a group of people or party who are interest to the researcher (Sekaran, 2003). This study's target population is the individual passengers who used the MAS airline's service in the Northern Region in Malaysia. Unit analysis is defined as the type of unit a researcher uses in measuring the variables (Neuman, 2006). It is used to clarify the units themselves and also to refer to what is being analysed in the study. Since this study involves passengers, the unit chosen is the individual passengers.

3.2.3 Sample Size

The total population was divided into three sub-population namely Langkawi, Kedah and Penang based on the location of the airports. Proportionate sampling technique was employed in calculating the strata sample size. Based on Krejcie and Morgan (1970), the adequate sample size is 384 respondents. Referring to the numbers of MAS flight passengers as mention in Table 3.1, the proportionate size is based on the weighted of strata to the total population. Table 3.2 is the calculation of the proportionate to the population (total MAS passenger for each airport in the North Region of Peninsular Malaysia) based on the statistic by Malaysia Airports Holdings Berhad (2015).

Table 3. 2
Calculation of the Strata Sample Size.

Airport	Total Passenger	Calculation	Proportionate Sample Size
Langkawi	389,362	$[(389,362 / 1,671,031) \times 100\%] \times 384$	89
Kedah	239,676	$[(239,676 / 1,671,031) \times 100\%] \times 384$	55
Penang	1,041,993	$[(1,041,993 / 1,671,031) \times 100\%] \times 384$	240
Total	1,671,031		384

Therefore, based on the respondent proportionate sample size, the researcher decided to distribute 480 questionnaires at Penang International Airport (number of respondent need is 240), 178 questionnaires in Langkawi International Airport (number of respondent need is 89) and 110 in Sultan Abdul Halim Airport, Alor Setar (number of respondent

need is 55). The total number of the respondent was doubled from 384 to 768 to reduce non-response error based on the suggestion by Hair et al., (2006).

3.2.4 Sampling Procedure

Two options are available to the researcher in choosing the sampling procedure. It is either probability or non-probability sampling design. Probability sampling designs are used when the elements of the sample are important in the interests of wider generalizability. Once time or other factors rather than generalizability become vital, non-probability sampling is normally used (Sekaran, 2003). For this study, mall-intercept sampling was exercised to identify the sample. Prior to the mall intercept, surveys were mostly conducted in supermarkets, discount stores, train stations, and places where large concentrations of people could be found (Velu & Naidu, 2009). Due to the three airports decided earlier, also considering a cost-effective factor, the researcher also implemented the systematic way in choosing the respondent for this study. The researcher approached every 5th flight passenger who passes the collecting data station to respond to the questionnaire.

3.2.5 Sampling Techniques

This study employed the mall-intercept sampling design. Mall-intercept sampling is a kind of convenient sampling technique. In order to gain the generalization on population, the researcher took into the account the procedures by Sudman (1980). Sudman's procedure works as follows: First, select the shopping centers (in the context of this research, it is the airports) using the same basic random sampling procedures. Second,

determine the number of centers and the number of respondents by using the formula for area cluster samples and the respondents can be selected either when they arrive at the center or as they move around within it (Velu & Naidu, 2009). The number of the center for data collection is three airports in the Northern Region of Malaysia and the number of respondent was determined for each airport as in Table 3.2. In selecting the respondent, the systematic random sampling was employed by approaching every 5th MAS flight passenger who passed the collecting data station.

3.3 Data Collection Procedures

Data collection has several methods such as mail questionnaires, personally administered questionnaires, electronic questionnaires, personal or face to face interviews and telephone interviews (Sekaran, 2003). Personal administered questionnaire was exercised in this study. This method can establish the relationship and motivate the respondents.

Approval from the management of each airport was applied before the researcher continues with the data collection activity. The written approval from each airport is as in Appendix A. The researcher had requested a specific corner at the entrance to the departure hall of the airport as the station for collecting data. The screening question to identify the MAS's passenger and explanation about the research was given to the respondent beforehand. The period of data collection is begun in October 2016 and end on December 2016. It is after considering the approval granted by the supervisory

committee and completing the pilot test. The time frame of data collection is as Figure 3.2 below.

Figure 3. 1
Time Frame of Data Collection

Period	Location	Required Sample
1 st Oct 2016- 15 th Oct 2016	Sultan Abdul Halim Airport	55
16 th Oct 2016 – 16 th Nov 2016	Langkawi International Airport	89
17 th Nov 2016 – 31 st Dec 2016	Penang International Airport	240

3.4 Operational Definition

Based on the literature, the following operational terms will be used in the study. The operational definitions are as below:

- Brand Loyalty
 - Brand loyalty is defined as an attitude or behaviour of rebuy or repatronize on the specific brand by the customer, and it consists of a behavioural dimension and attitudinal dimension. (Chaudhuri & Holbrook, 2001).
- Brand Reputation
 - Brand reputation is defined as the estimation by a customer of the consistency of product or service' quality associated with the brand name (Mason, 2014).

- Brand Crisis Response Strategy
 - o Brand crisis response strategy is a generic discourse of defence where organisational spokespersons offer compelling counter descriptions of the organisational outcomes (Coombs, 1998).

- Primary Crisis Response Strategy (PCRS)
 - o Primary Crisis Response Strategy is the main strategy that can be implemented to handle the brand crisis. The strategies belong in Primary Crisis Response Strategies are as below:
 - Attack the accuser: confronts to the person or group claiming something is wrong with the brand (Coombs, 1998).
 - Denial: asserts that there is no brand crisis (Coombs, 1998).
 - Scapegoat: put a blames on any person or group outside the organisation for the brand crisis (Coombs, 1998).
 - Excuse: claim inability to control the events that triggered the crisis (Coombs, 1998).
 - Justification: to minimise the perceived damage caused by the crisis (Coombs, 1998).
 - Compensation: offers money or other gifts to the victims (Coombs, 1998).
 - Apology: take full responsibility for the crisis and ask for forgiveness (Coombs, 1998).

- Secondary Crisis Response Strategies (SCRS)
 - o SCRS also was known as bolstering strategy which consists of actions as below:
 - Reminder: the action of informing the past good work (Liao, Shen, & Chu, 2009).
 - Ingratiation: praise the stakeholder (Medler-Liraz & Yagil, 2013)
 - Victimage: the action of informing the stakeholder that the organisations also the victim (Coombs, 1998).
- Corporate Rebranding
 - o Corporate rebranding is the exercise for the organisation to communicate their brand revitalization to stakeholder, then moving their brand forward to resume brand preference to be re-chosen and reused among competing brand (Le et al., 2014).

3.5 Instrumentation and Measurement of Variables

3.5.1 Research Instruments

The main research instrument for this study is the questionnaire. A set of the questionnaire was developed to obtain the relevant data on brand loyalty, brand reputation, brand crisis response strategy and corporate rebranding. The questionnaire is divided into five parts, (i) Section A - Brand Loyalty, (ii) Section B – Brand Reputation, (iii) Section C –Brand Crisis Response Strategy (iv) Section D- Corporate Rebranding and (iv) Section E – Demographic information. The questionnaire begins with the Message Development part further by Section A to Section D. Message development part

is a part explaining the situation of the brand crisis happened in the airlines industry in Malaysia. The crisis situations are based on the actual cases, and the researcher decided to use the MAS name to gain actual opinion from the respondent. A cover letter was also attached with the questionnaire to explain the purpose of the study. The variables used in this study are (i) brand loyalty, (ii) brand reputation, (iii) brand crisis response strategy and (iv) corporate rebranding. Further discussion is on the measurement scale and scaling design.

3.5.2 Measurement Scale

For this study, most of the sections in the questionnaire use interval scale except for the respondent's background section use category scale. The researcher chose to use interval scale for section A –Brand Loyalty, Section B – Brand Reputation, Section C – Brand Crisis Response Strategy and Section D – Corporate Rebranding because this section mainly measures the magnitude of the customer's preferences on each variable of this study. Interval Scale is a scale which will help the researcher to measure the distance between any two points on the scale, also to compute the means and standard deviation of the research (Sekaran, 2003). For Section E, Category Scale is fit to obtain the data on the demographics of the respondent because by applying a nominal scale, the researcher will be able to assign the respondent to certain categories (Sekaran, 2003).

3.5.3 Scaling Design

Seven- Likert Scale was employed in Section A to Section D in the questionnaire of this study. For Section A, Section B, Section C and Section D, the scale is 1= strongly

disagree, and 7 = strongly agree. The Seven- Likert Scale was chosen because based on test-retest reliability by Preston and Colman (2000), the most reliable and the highest internal consistency scale is beginning from seven. The finding of Preston and Colman (2000) support the opinion of Miller (1956) which suggested that the individual mind has a span of apprehension skilled of distinguishing about seven different items (plus or minus two), which mean a limit of about seven on the number of types that people can use in making judgements about the magnitude of unidimensional stimuli. In Section E, Category Scale was employed to obtain the respondent demographic information. Category scale will use multiple items to obtain a single response from the respondent (Sekaran, 2003). Further discussion is on the each scale used in the questionnaire for this study.

3.5.3.1 Message Development Part

The situation of the crisis was presented by confronting the participants with a newspaper article describing the Malaysia Airlines crisis. The actual article was used to gain actual opinion by the respondents. The complete Message Development Part is in Appendix B.

3.5.3.2 Section A

Section A consists of seven questions regarding the customer brand loyalty towards the brand involved in the crisis. The items were adapted from Chaudhuri and Holbrook (2001). Brand loyalty was measured in two dimensions; (i) attitudinal measurement (ii) behavioural measurement. Seven- Likert scale was employed to all question in Section A

ranging from 1= strongly disagree to 7 = strongly agree. All items in Brand Loyalty are as in Table 3.3.

Table 3. 3
Items of the Brand Loyalty

No.	Items
1	MAS would be my first choice
2	I consider myself to be loyal to MAS.
3	I will not use other airlines carrier's services if the same service is available by MAS.
4	I recommend MAS to someone who seeks my advice
5	I get good value for my money by using the service from MAS.
6	I will say positive things about MAS to other people
7	I consider MAS as my first choice in the next few years

Sources: Chaudhuri and Holbrook (2001).

3.5.3.3 Section B

Section B is the section on the mediating variables, Brand Reputation. All the ten items of Section B were adapted from Mason (2014) based on the Kim's Organization reputation scale. The researcher made amendments on the item by replacing the word of the organisation to the brand name. The scale was chosen because it was widely employed in past crisis communication research (Mason, 2014). All questions were measured by Seven- Likert scale ranging from 1 = Strongly disagree to 7 = Strongly agree. The items for Section B are as in Table 3.4

Table 3. 4
Items for Brand Reputation

No.	Items
1	MAS is basically honest
2	MAS is concerned with the well-being of its customers
3	I do trust MAS to tell the truth about the crisis
4	I would prefer to have nothing to do with MAS
5	I would not be likely to believe what MAS says
6	MAS is basically dishonest
7	I do not trust MAS to tell the truth about the crisis
8	Under most circumstances, I would be likely to believe what MAS says
9	I would use the service from MAS
10	MAS concerned with the well-being of its customers

Sources: Mason (2014)

3.5.3.4 Section C

Section C was divided into two dimensions based on the brand crisis response strategy, Primary Crisis Response Strategy (PCRS) and Secondary Crisis Response Strategy (SCRS). The items for PCRS were adapted from Coombs (1998) and for SCRS were adapted from Liao et al. (2009), Medler-Liraz and Yagil (2013) and Coombs (1998). The researcher amended on the items corresponding to the crisis strategy employed in this research. All questions were measured by Seven- Likert Scale ranges from 1 = Strongly disagree to 7 = Strongly agree. The entire item is a Table 3.5.

Table 3. 5
Items on Crisis Response Strategy

No.	Items
Primary Crisis Response Strategy	
Attack the accuser	<ul style="list-style-type: none"> i. MAS confront the person or group claiming something is wrong with this airlines carrier. ii. MAS attack the accuser or the accusation.
Denial	<ul style="list-style-type: none"> i. MAS's Crisis Manager asserts that there is no crisis in this airlines carrier. ii. MAS issue a denial of the accused.
Scapegoat	<ul style="list-style-type: none"> i. MAS blames other person or group outside this organisation for the crisis happened. ii. MAS state that this crisis is a reasonable response to someone else's act or to public policy change. iii. MAS state that the corporation is one of the victims.
Excuse	<ul style="list-style-type: none"> i. MAS state that the company lacked the resources or had no ability to prevent the event from happening. ii. MAS state that the event stemmed from the corporation's good intentions. iii. MAS have to focus on new issues occur after the crisis. iv. MAS show regards and/or distress to express the feelings. v. MAS state that others airlines carrier had similar or more offensive crisis events.
Justification	<ul style="list-style-type: none"> i. MAS explain the cause of this airlines carrier's crisis to the customer. ii. MAS state that the event is not as serious as outsider views it. iii. MAS reframe the facets or the causes of the event in a more advantageous light.
Compensation	<ul style="list-style-type: none"> i. MAS admit the accused act. ii. MAS promise to change the corporate public policy. iii. MAS provides the public with instructive information, (e.g., how to react to a crisis in terms of actual behaviour) and adaptive information, (e.g., informing the people how to react to a crisis in terms of psychological reactions). iv. MAS promise to compensate the victims.
Apology	<ul style="list-style-type: none"> i. MAS indicate this airlines carrier takes full responsibility for the crisis and asks for forgiveness. ii. MAS apologise and/or ask for forgiveness. iii. MAS promise to right the wrong and/or make proactive actions for the future.

Table 3.5 (Continued)**Secondary Crisis Response Strategy**

Reminder	<ul style="list-style-type: none"> i. MAS offer price-off promotion to the customers. ii. MAS give free goods to their customers. iii. MAS offer coupon to their customers. iv. MAS offers greater redeemed points for premiums. v. MAS aggressively advertised their airline's services in media.
Ingratiation.	<ul style="list-style-type: none"> i. MAS offers a favour to the victims of the crisis personally other than the compensation. ii. MAS praise the support or loyalty of their customers on their main website. iii. MAS inform that they learn a lot from the customer's feedback. iv. MAS implements most of the customer's improvement suggestion on their service. v. MAS inform personally to their customer about their previous and current achievements.
Victimage	<ul style="list-style-type: none"> i. MAS reminds the customers that this airlines carrier also the victim of the crisis. ii. MAS stated they had no ability to prevent the event from happening. iii. MAS confessed that the crisis is normal events and frequently happened to other airlines service carrier also. iv. MAS emphasised their former positive records and favourable actions as proves that they are NOT intentionally involved in the crisis.

Sources: Liao et al. Chu (2009), Medler-Liraz and Yagil (2013) and Coombs (1998).

3.5.3.5 Section D

Section D comprised the items of corporate rebranding variables in three dimensions, brand name attitude, product expertise and customers brand preference. All the items were adapted by Le et al. (2014). All questions were measured by Seven- Likert Scale ranging from 1 = Strongly disagree to 7 = Strongly agree. The entire items is as in Table

3.6

Table 3. 6
Items on corporate rebranding

Corporate Rebranding	
No.	Items
1	I prefer MAB brand name than MAS brand name
2	I think MAB is a positive brand name.
3	I think MAB is a favourable brand name.
4	I think MAB is a good brand name.
5	I know very much about airline services.
6	I am experienced in using airline services.
7	I am informed about the airline's services-related information.
8	Compared with average, I am an expert airlines services user.
9	I like MAB.
10	My overall opinion on MAB is positive.
11	I think MAB is a good brand.
12	I will choose MAB the next time to fly.

Sources: Le et al. (2014).

3.5.3.6 Section E

Section E is the section to obtain the demographic information of the respondent. The question included age, ethnicity, education level, marital status, and employment status.

All the items for Section E are as in Table 3.7. The measurement for this section was category scale. Table 3.7 is the summary of all the variables and their measurement.

Table 3. 7
Items for Demographic Section

What is your gender?	<input type="checkbox"/> Male	<input type="checkbox"/> Female
What is your age?	<input type="checkbox"/> 25-35	<input type="checkbox"/> 36-46
	<input type="checkbox"/> 47-57	<input type="checkbox"/> 57 and above
What is your citizenship?	<input type="checkbox"/> Malaysia	<input type="checkbox"/> Non Malaysia
What is your education level? degree	<input type="checkbox"/> High school	<input type="checkbox"/> Bachelor
	<input type="checkbox"/> Master	<input type="checkbox"/> PhD
What is your marital status?	<input type="checkbox"/> Single	<input type="checkbox"/> Married
	<input type="checkbox"/> Others	
What is your current job? worker	<input type="checkbox"/> Government servant	<input type="checkbox"/> Private sector
	<input type="checkbox"/> Self-employed	<input type="checkbox"/> Retired
Which is your preferable airline company?	<input type="checkbox"/> MAS	<input type="checkbox"/> Air Asia
	<input type="checkbox"/> Others	
	If others, please state the company name here : _____	
How often you use airline service?	<input type="checkbox"/> At least once in a week	
	<input type="checkbox"/> At least once in a month	
	<input type="checkbox"/> At least once in a year	

Source: Coombs (1998)

The summarisation of all the variables and the measurement items for this study are as in Table 3.8.

Table 3.8
Summarisation of All Variables and Measurement

[illegible]

Table 3.8 (Continued)

Brand Reputation	Brand reputation was defined as the estimation by a customer of the consistency of product or service' quality associated with the brand name (Mason, 2014).	<ol style="list-style-type: none"> 1. MAS is basically honest; 2. MAS is concerned with the well-being of its customers; 3. I do trust MAS to tell the truth about the crisis; 4. I would prefer to have nothing to do with MAS; 5. I would not be likely to believe what MAS says; 6. MAS is basically dishonest; 7. I do not trust MAS to tell the truth about the crisis; 8. Under most circumstances, I would be likely to believe what MAS says; 9. I would use the service from MAS; 10. MAS concerned with the well-being of its customers. 	Coefficient alpha = .90	Seven-Likert Scale 1= strongly disagree to 7 = strongly agree	Mason (2014)
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Table 3.8 (Continued)

Brand Crisis Response Strategy	Primary Crisis Response Strategy is the main strategy can be implementing on handling the brand crisis (Coombs, 1998). The strategies belong in Primary Crisis Response Strategies are as below :	Primary Crisis Response Strategy	Coefficient alpha = .88 (Compensation and apologise) Coefficient alpha = .77 (Justification, attack the accuser and scapegoat) Coefficient alpha = .67 (Excuse)	Seven- Likert Scale 1= strongly disagree to 7 = strongly agree	Coombs (1998)
	<ol style="list-style-type: none"> 1. Attack the accuser 2. Denial 3. Scapegoat 4. Excuse 5. Justification 6. Compensation 7. Apology 	<ol style="list-style-type: none"> 1. Attack the accuser <ol style="list-style-type: none"> i. MAS confront the person or group claiming something is wrong with this airlines carrier. ii. MAS attack the accuser or the accusation. 2. Denial <ol style="list-style-type: none"> i. MAS's Crisis Manager asserts that there is no crisis in this airlines carrier. ii. MAS issue a denial of the accused. 3. Scapegoat <ol style="list-style-type: none"> i. MAS blames other person or group outside this organisation for the crisis happened ii. MAS state that this crisis is a reasonable response to someone else's act or to public policy change. iii. MAS state that the corporation is one of the victims. 4. Excuse <ol style="list-style-type: none"> i. MAS state that the company lacked the resources or had no ability to prevent the event from happening. ii. MAS state that the event stemmed from the corporation's good intentions. iii. MAS have to focus on new issues occur after the crisis. iv. MAS show regards and/or distress to express 			

Table 3.8 (Continued)

		<p>the feelings.</p> <p>v. MAS state that others airlines carrier had similar or more offensive crisis events.</p> <p>5. Justification</p> <p>i. MAS explain the cause of this airlines carrier's crisis to the customer.</p> <p>ii. MAS state that the event is not as serious as outsider views it.</p> <p>iii. MAS reframe the facets or the causes of the event in a more advantageous light.</p> <p>6. Compensation</p> <p>i. MAS admit the accused act.</p> <p>ii. MAS promise to change the corporate public policy.</p> <p>iii. MAS provides the public with instructive information, (e.g., how to react to a crisis in terms of actual behaviour) and adaptive information, (e.g., informing the people how to react to a crisis in terms of psychological reactions).</p> <p>iv. MAS promise to compensate the victims.</p> <p>7. Apology</p> <p>i. MAS indicate this airlines carrier takes full responsibility for the crisis and asks for forgiveness.</p> <p>ii. MAS apologise and/or ask for forgiveness.</p> <p>iii. MAS promise to right the wrong and/or make proactive actions for the future</p>			
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Table 3.8 (Continued)

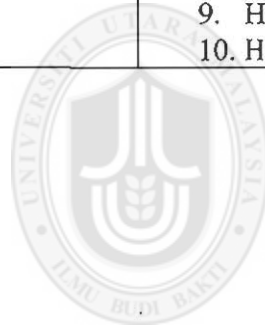
	<p>Secondary Crisis Response Strategy also known as bolstering strategy which consists of actions as below:</p> <ol style="list-style-type: none"> 1. Reminder 2. Ingratiation. 3. Victimage 	<p>Secondary Crisis Response Strategy</p> <p><u>Reminder</u></p> <ol style="list-style-type: none"> 1. MAS offer price-off promotion to the customers. 2. MAS give free goods to their customers. 3. MAS offer coupon to their customers. 4. MAS offers greater redeemed points for premiums. 5. MAS aggressively advertised their airline's services in media. 	Coefficient alpha = .869	Seven- Likert Scale 1= strongly disagree to 7 = strongly agree	Liao et al. (2009)
		<p>Secondary Crisis Response Strategy</p> <p><u>Ingratiation.</u></p> <ol style="list-style-type: none"> 1. MAS offers a favour to the victims of the crisis personally other than the compensation. 2. MAS praise the support or loyalty of their customers on their main website. 3. MAS inform that they learn a lot from the customer's feedback. 4. MAS implements most of the customer's improvement suggestion on their service. 5. MAS inform personally to their customer about their previous and current achievements. 	Coefficient alpha = .869	Seven- Likert Scale 1= strongly disagree to 7 = strongly agree	Medler- Liraz and Yagil (2013)

Table 3.8 (Continued)

		<u>Secondary Crisis Response Strategy</u> <u>Victimage</u> 1. MAS reminds the customers that this airlines carrier also the victim of the crisis. 2. MAS stated they had no ability to prevent the event from happening. 3. MAS confessed that the crisis is normal events and frequently happened to other airlines service carrier also. 4. MAS emphasised their former positive records and favourable actions as proves that they are NOT intentionally involved in the crisis.	Coefficient alpha = .77	Seven- Likert Scale 1= strongly disagree to 7 = strongly agree	Coombs (1998)
Corporate Rebranding	Corporate rebranding is the exercise for organisation to communicate their brand revitalization to stakeholder, then moving their brand forward to resume brand preference to be re-chosen and reused among competing brand (Le et al., 2014)	Corporate rebranding 1. I prefer MAB brand name than MAS brand name. 2. I think MAB is a positive brand name. 3. I think MAB is a favourable brand name. 4. I think MAB is a good brand name. 5. I know very much about airline services. 6. I am experienced in using airline services. 7. I am informed about the airline's services-related information. 8. Compared with average, I am an expert airlines services user. 9. I like MAB. 10. My overall opinion on MAB is positive. 11. I think MAB is a good brand. 12. I will choose MAB the next time to fly.	Coefficient alpha = .921	Seven- Likert Scale 1= strongly disagree to 7 = strongly agree	Le et al. (2014)

Table 3.8 (Continued)

Demographic		<ol style="list-style-type: none"> 1. What is your gender? 2. What is your age? 3. What is your citizenship? 4. What is your education level? 5. Please specify your race. 6. What is your current job? 7. What category best describe your monthly income? 8. Please specify your preferable airline company. 9. How often you use airline service? 10. How did you first hear about MAS's crisis? 		Category scale	Coombs (1998)
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3.6 Pilot Test

The pilot test can be defined as a mini-version of the complete research of the study. It ran to test the research instrument such as the questionnaires before the researcher proceeds to the real research. The importance on having the pilot test is to develop and test the adequacy of research instruments, to examine the feasibility of a full-scale study, to assess the respondent's willingness to participate and to design the research protocol (Teijlingen, Rennie, Hundley, & Graham, 2001). Therefore, due to the completeness and understandability of this research questionnaire, 30 questionnaires were distributed to the lecturers in Universiti Utara Malaysia (UUM) using the convenient sampling method. Lecturers in UUM were chosen because most of them choose to travel by using flight in attending the conference or meeting outside UUM based on their travel claim reported by UUM's Bursar Department in 2015. A few feedbacks from the respondents suggested the improvement of the sentences in the questionnaire. Some vague sentences were noted, and the corrections and amendments were made to the questionnaire. The final version of the questionnaire is as in Appendix B

The reliability of the instruments was tested using the pilot data. Cronbach's alpha reliability coefficients were considered in testing the internal consistency of the scales. The result of reliability from the pilot study is shown in Table 3.9. The reliability estimates range from .78 to .915, and this is considered sufficient for research purposes (Nunnally, 1975). The scales can be considered as relatively reliable. The details outcome of the reliability test is in Appendix C.

Table 3. 9
Reliability coefficients for all items in Pilot Test (n=30)

Variables	Cronbach's Alpha
Brand loyalty	.915
Brand reputation	.812
Primary crisis response strategy	.780
Secondary crisis response strategy	.821
Corporate rebranding	.845

3.7 Techniques of Data Analysis

Collected data were analysed by using Statistical Package for the Social Sciences (SPSS) version 20.0 and Partial Least Squares (PLS) Version 3.0 to achieve the research objectives. Response rates, profiles of respondents and data screening on different issues, such as response bias, missing data analysis and multicollinearity test was tested using SPSS before proceeding to the inferential analyses.

In the perspective of inferential analysis, Partial Least Squares-Structural Equation Modelling (PLS-SEM) application was used successfully in diverse areas of research, more specifically in marketing, strategic management, management science and social psychology, among others (Hair et al., 2013; Hair et al., 2012; Henseler et al., 2009; Pavlou & Fygenon, 2006). Various PLS-SEM upgrading were made more recently with the inclusion of the following; guidelines for analyzing the moderating effects (Henseler & Fassott, 2010); utilisation of confirmatory factor analysis (CFA) for the confirmation of the measurement model (Hair et al., 2011); model quality evaluation (Hair et al.,

2011); and the model's predictive relevance (Hair et al., 2013; 2011). These upgradings contribute to the extension of PLS-SEM that is used as a research instrument in the field of marketing as well as the social sciences (Hair et al., 2011). Moreover, Hair et al. (2012); and Reinartz et al. (2009) validates the importance of PLS's ability to analyse variables in complex models, simultaneously. There are two main methodological elements were considered in PLS models which are an evaluation of measurement model and evaluation of the structural model (Hair et al., 2013; Fernandes, 2012). The next section elaborates on these two elements in detail.

3.7.1 Evaluation of Measurement Model

Validity and reliability are an essential, decisive factors used to test the consistency of measures in social research. Reliability is focuses on the consistency of the research findings (Hair et al.,2003). Reliability also illustrates the consistency to which a measuring instrument measures what the theory proposes to measure. Reliability represents the internal consistency showing the homogeneity of items in the measure, measuring the latent variable (Schindler & Cooper, 2003). Also, the Cronbach's alpha is suggested when measuring the internal consistency of the position of items (Sekaran, 2003), and is the most frequently used reliability coefficient. A reliability analysis will be conducted on the scales of primary crisis response strategy, secondary crisis response strategy and corporate rebranding as well as on the dependent variable (brand loyalty) and the mediating variables (brand reputation). Meanwhile, Nunnally's (1975) proposition of a lower Cronbach's alpha limit of 0.70 is mostly accepted by researchers. Hair et al. (2003) supported the statement of Nunnally (1975) by suggested rules of

thumb about Cronbach's Alpha Coefficient Size table. The complete table is as in Table 3.10.

Table 3. 10
Rules of Thumb About Cronbach's Alpha Coefficient Size

Alpha Coefficient Range	Strength of Association
< .6	Poor
.6 to < .7	Moderate
.7 to < .8	Good
.8 to < .9	Very Good
.9	Excellent

*If alpha >.95, items should be inspected to ensure they measure different aspects of the concept.
Sources: Hair et al. (2003)

Items of each construct with the recommended reliability threshold were used for further analysis. In addition to the reliability test, validity test was further tested to show the reliability of the tool that was developed to measure the specific theory which is intended to be measured (Sekaran & Bougie, 2010). Construct validity test, convergent validity test and discriminate validity test was also employed for this study.

3.7.1.1 Construct validity

Construct validity assert to how well the results gained from the use of the measure fit the theory which the analysis is designed (Sekaran, 2003). However, another issue still exists

either the instrument is connected to the theory that is theorised or not (Ramayah, Lee, & In, 2014). To clarify the issue, convergent and discriminant validity tests can be employed. In interpreting the construct validity, Hair et al. (2006) recommended a cut-off value of loadings at 0.5 is considered as significant. Here, the factor loadings, average, and composite reliability become a focus on the analysis, also, to the respective loadings and cross-loading is important to identify if there are specific issues with any of the items.

3.7.1.2 Convergent Validity

Convergent validity was employed after the construct validity of the items were determined. Convergent validity needs to be established when the scores gained with two different items measuring the same concept are highly correlated (Sekaran, 2003). Hair et al. (2010) recommendation for factor loadings, composite reliability and the average variance extracted were used to measure convergent validity.

3.7.1.3 Discriminant Validity

Discriminant validity is a test that measures the levels at which items discern between construct or measure divergent concepts. This is measured by analysing the correlations between the measures for possibly overlapping constructs. It is expected that the model items will load strongly in their constructs, with the average variance shared between each construct as well as its measures being higher than the variance shared between the construct as well as other constructs based on the suggestion made by Campeau, Higgins,

and Huff (1999). Discriminant validity was employed before the researcher proceeds to the hypotheses testing formulated for this study.

3.7.2 Structural Equation Modeling (SEM)

Structural equation modeling (SEM) is an eminent statistical approach used to establish and test statistical models which are usually causal models (Hair et al., 2010). This study employed SEM to examine the relationships between the brand crisis response strategy, corporate rebranding, brand reputation and brand loyalty. Existing literature has concluded SEM as a powerful second-generation multivariate technique that is excellent for analysing data which have many variables (Hair et al., 2010). This is by allowing the testing of measurement properties and theoretical/structural relationships with multiple relationships simultaneously in the same analysis (Hair et al., 2010; Byrne, 2001). Furthermore, SEM also allows the researcher to use a combination of confirmatory factor analysis, regression, and path analysis. Therefore, SEM was chosen in this study to maintain parsimony in the proposed model while benefiting from its strength in testing the research hypotheses.

The structural equation model (multivariable analyses by using latent variable) was employed in this research to verify the hypotheses concerning the relationships between latent and observed variables (Hair et al., 2006). The collected data were analysed using PLS 3.0 whereby data screening was performed to generate the structural model and be able to produce the results of hypotheses through standardised regression weight.

Hair et al. (2013) suggested six major steps in testing the structural model begin from the causal relationship, building and modifying measurement model and finally model fit. The suggestion became a guideline for the researcher in this study.

a) Stage 1: PLS Path Model Estimation

The present study aims to analyse the brand crisis response strategy and corporate rebranding to the brand loyalty. The proposed model in this study must accomplish the established criteria for making causal relationships. Hair et al. (2006) stressed there must be sufficient relationships between variables, the existence of cause versus effect and theoretical justifications for the relationships.

b) Stage 2: Assessing PLS-SEM result of the Reflective Measurement Model

The researcher identified reliability and validity of the construct measures. The internal consistency (composite reliability), convergent validity (average variance extracted) and discriminant validity were employed.

c) Stage 3: Assessing PLS-SEM result of the Formative Measurement Model

The assessment of formative measurement model involves testing the measures convergent validity and the significance and relevance of the indicators as well as colinearity among the constructs (Hair et al., 2013).

d) Stage 4: Assessing PLS-SEM Results of the Structural Model

In assessing the structural model, the tests below were employed in this study:

(i) Coefficient of Determination (R^2)

R^2 value is the most general measure to evaluate the structural model. This coefficient is a measure of the model's predictive accuracy and is calculated as the squared correlation between a specific endogenous construct's actual and predictive values.

(ii) Predictive relevance (Q^2)

In addition to evaluating the magnitude of the R^2 value as a criterion of predictive accuracy, the researcher examined the Stone-Geisser's Q^2 value. This evaluation is an indicator of the model predictive relevance. To obtain the Q^2 value, the blindfolding procedure was used.

(iii) Size and significance of path coefficient

After running the PLS-SEM algorithm, estimates are obtained for the structural model relationship (path coefficient) signifies the hypothesised relationship among the constructs. Estimated path coefficient close to +1 corresponds to the strong positive relationship and the closer the estimated path coefficient is to 0, the weaker the relationship. Whether a coefficient is significant ultimately depends on its standard error that is obtained by mean of bootstrapping.

(iv) f^2 effect sizes

In addition to evaluating the R^2 values of all endogenous constructs, f^2 effect sizes was computed the change in the R^2 value when a specified exogenous

construct was omitted from the model can be used to assess whether the omitted construct has a substantive impact on the omitted constructs (Hair et al., 2013).

(v) q^2 effect sizes

The Q^2 values estimated by blindfolding procedure correspond to a measure of how well the path model can be predicted the originality observed value. The relative impact of predictive relevance can be contrasted by mean of the measure to the q^2 effect size (Hair et al., 2013).

e) Stage 5: Advanced PLS-SEM Analyses

In evaluating the mediator analysis, the steps below were exercised:

- i. Assess the significance of the direct effect without including the mediator variable in the PLS path model;
- ii. If the direct effect is significant, include the mediator variables in the PLS path model and assess the significance of the indirect effect;
- iii. If the indirect effect is significant, assess the Variance Accounted For (VAF) to identify the level of mediation (VAF > 80%, full mediation; VAF <80%, partial mediation; VAF < 20%, no mediation).

In evaluating the best brand crisis response strategy to sustain brand loyalty, Importance-Performance Matrix Analysis was exercised.

f) Stage 6: Interpretation of Result and Drawing Conclusion

The outcomes of the analysis were interpreted concisely, and the researcher concluded the findings of the analysis.

3.8 Conclusion

This chapter discusses on the research methodology for this research. This research is cross-sectional research that employs the survey method. Respondents from the MAS flight passengers were selected to respond to the questionnaires. The potential respondents were selected by using mall-intercept sampling design in three airports in North Region of Peninsular Malaysia. The questionnaires were distributed directly to the respondents. The pilot study was conducted due to improving the questionnaires. The data was analysed using SPSS and PLS based on Structural Equation Modelling (SEM) techniques.

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CHAPTER 4

FINDINGS

4.1 Introduction

This chapter presents the results of data analysis. Descriptive and inferential statistical results were obtained through SPSS (Statistical Package for Social Sciences) and PLS-SEM (Partial Least Squares-Structural Equation Modeling). This chapter starts by presenting key results after preliminary analysis of survey response and data screening. Then, the result of evaluation of the model's quality by PLS is offered by specifically reporting key findings on the measurement and structural models, which include construct validity, convergent validity, discriminant validity, reliability analysis, the predictive relevance of the model and effect size. Finally, the results of the mediating effect of brand reputation are provided.

4.2 Analysis of Survey Response

Data analysis begins with the analysis of survey response before further analysis was conducted. Specifically, the report starts with response rate, profiles of respondents, data screening, response bias and multicollinearity test.

4.2.1 Response rates

In this research, for the data collection purposes, 768 questionnaires were distributed in three airports in the Northern Region of Malaysia, namely; Penang International Airport, Sultan Abdul Halim Airport, and Langkawi International Airport. Out of 768, 482

questionnaires were returned. Hair et al. (2010) suggested to reject the case of response with 50% level of incomplete; therefore 69 cases of response were rejected due to the incomplete response. Also, 29 cases were rejected due to the invalid responses such as respondent choose neutral (Likert scale = 4) for all questions for Part A to Part D. Overall, the total of 482 were returned and thus the response rate is at of 62.8%. However, only 384 were valid and was used for data analysis. The summary of a total number of distributed questionnaires, returned questionnaires and valid questionnaires are as in Table 4.1.

Table 4. 1

Summary of distributed, returned, rejected and valid questionnaires.

Location	Distributed	Returned	Rejected	Valid
	Questionnaires	Questionnaires	Questionnaires	Questionnaires
Sultan Abdul Halim Airport, Kedah	60	38	11	27
Langkawi International Airport	192	88	22	66
Penang International Airport	516	356	65	291
Total	768	482	98	384

4.2.2 Profiles of respondents

The respondents' demographic details are presented in Table 4.2. Out of the 384 respondents, 160 or 41.7% of the respondents are male, and 224 or 58.3% are female.

Age of the respondents are classified into four categories; 25 years-35 years, 36 years-46 years, 47 years-57 years and 57 years and above. The percentages of the respondent's age category are 46.4%, 34.4%, 15.6% and 3.6% respectively. In term of nationality, 93% of the respondents are Malaysian, and 7% are non-Malaysian. For the respondents' education level, 7.6% of the respondents are high school, 24.2% are the degree holder, 33.6% are the master holder, and 34.6% are the PhD holder. The highest percentage for respondents' education level is PhD; it is because the influence of the location for the researcher collected the data which is close to the two public universities, Universiti Sains Malaysia and Universiti Utara Malaysia. Therefore, the flight passengers who are willing to participate completely are the person who is aware of the research process and the vitality of gathering the research data. Also, 56% of the respondents are the government servant due to the influence of location for collecting the data. It is followed by private sector worker of 32.3%, self-employed of 10.2% and retired of 6%. The majority of the respondents are Malay with the 79.7%, followed by Chinese 8.3%, India 7%, and other race is 4.9%. It is parallel to the statistic of the population in Malaysia reported by Department of Statistics Malaysia in 2016 stated that the majority race is Malay by 68.6%, followed by Chinese 23.4%, India 7% and other races is 1%.

Regarding the income level, 42.2% of respondents gain monthly income for more than RM6000, 30.5% gain the monthly income between RM4001 to RM6000, 19.8% gain the monthly income between RM2001 to RM4000 and 7.6% gain the monthly income less than RM2000. From the income statistics, it has shown that the levels of income influenced the types of public transportation choose by an individual due to the majority

of the participants gain more than RM6000 for their monthly income. Furthermore, various of other public transports facilities available in Malaysia such as train, electric train service (ETS) and bus with cheaper cost make an individual with the lower income choose airlines services as the last choice in choosing their medium of transportation.

MAS is still the preferable airline's company by respondents with 48.2%, followed by Air Asia 34.1% and other airlines company with 17.7%. For the frequency of using the airline's service, most of the respondents use at least once in a year with the percentage of 65.4%, then at least once in a month of 30.5% and at least once in a week of 4.2%. Lastly, the highest information channel for the respondents first heard about the airline's crisis are by watching television with 50%, then followed by the internet with 40.6%, radio by 4.4%, newspaper by 3.6%, magazine by 0.8%, word of mouth and another channel by 0.3%. Table 4.2 is the summary of the respondents' profile.

Table 4. 2
Summary of respondent's profile.

Profile	Category	Percentage
Gender	Male	41.7
	Female	58.3
Age	25-35	46.4
	36-46	34.4
	47-57	15.6
	>57	3.6
Citizenship	Malaysia	93.0
	Non Malaysia	7.0
Education level	High school	7.6
	Bachelor degree	24.2

Table 4.2 (Continued)

	Master	33.6
	PhD	34.6
Race	Malay	79.7
	Chinese	8.3
	India	7.0
	Others	4.9
Income	<RM2000	7.6
	RM2001 - RM4000	19.8
	RM4001 - RM6000	30.5
	> RM6000	42.2
Preferable airlines company	MAS	48.2
	Air Asia	34.1
	Others	17.7
Frequency of using airline	At least once in a week	4.2
	At least once in a month	30.5
	At least once in a year	65.4
Channel of news	TV	50.0
	Radio	4.4
	Newspaper	3.6
	Magazine	0.8
	Word of mouth	0.3
	Internet	40.6
	Others	0.3

4.2.3 Data screening

The raw data was recorded in the Statistical Package for the Social Sciences (SPSS) and the researcher continues with the data screening. Data screening is a process of checking

for errors in the data collected (Byrne, 2013; Pallant, 2007). These errors are in term of missing data or out of range data (values that fall outside the range of scale). Detecting the errors in the data is important because the quality of data analysis totally depends on the suitability of data organisation and its further converts into the appropriate form for analysis (Kristensen & Eskildsen, 2010). Furthermore, in SEM analysis, the available tools and techniques cannot function if there is any missing data available (Schumacker & Lomax, 2004).

In handling the missing data, there are few methods were suggested by previous scholars such as simply drop the case (Tabachnick & Fidell, 2007). Another suggestion is by Hair et al. (2010), replace the missing value with the mean of SPSS if there is a lower level of missing response. For this study, the researcher decided to implement the suggestion by Hair et al. (2010) in handling the missing data. As was discussed in section 4.2.1, 69 responses were rejected due to the incomplete report for more than 50%. Still, when the data entry was done, and the missing value was calculated in SPSS, nine responses (Case ID: AOR22, AOR35, LKW2, LKW14, LKW17, LKW51, LKW153, PNG332, PNG411) were found to have the incomplete answer for less than three items in all of the nine cases. As the number of missing values was little, they were replaced with the mean (Hair et al., 2010). The researcher practiced a reverse coding of the responses on question B4, B5, B6 and B7 in Section B and the reversed coding response used for further analysis.

4.2.4 Response bias

To test the response bias, the researcher conducted independent sample t-test to compare the similarities between the mean and to check whether any discrepancy exists between two groups by comparing the means of the two groups (Pallant, 2011). As the data was collected at the airports directly from the flight passengers as per a fixed schedule determined by the researcher, there was no issue of early or late respondents in the context of this study. However, for assessing any potential bias which might include the measurement bias, this study examined the survey time as the basis (Philippens, Loosveldt, Stoop, & Billie, 2004; Kumar, 2015) to make comparisons between groups. Based on response time; morning and evening, 129 respondents were classified as morning responses and 255 as evening responses.

The results of independent sample t-test are given in Table 4.3 below, and the details of the outcomes are as in Appendix D. The results of t-test for equality of means presented in Table 4.3 show that there is no significant difference (p-value at 0.05) between the two groups for all measurement dimensions. It seeks to replicate that the respondents belong to these two groups eventually represented the similar population, the morning and evening responses were not different. Also, the responses obtained in this study are free of any measurement bias or other bias. As such, by an absence of a noticeable statistical difference between the two groups, it can be said that the hypothesised relationships under this study are free from any potential bias. It further supported by the examination of all measurement scales to confirm their relationship with the latent variables.

Table 4. 3
Independent Sample t-test results

Variables	Levene's Test For Equality Of Variances		t-Test For Equality Of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Brand Loyalty	2.441	.119	.868	382	.386
			.894	275.838	.372
Brand Reputation	.001	.980	-.460	382	.646
			-.458	251.508	.647
Brand Crisis Response Strategy	1.529	.217	.645	382	.519
			.652	261.045	.515
Corporate Rebranding	.019	.892	-.790	382	.430
			-.790	254.655	.430

4.2.5 Multicollinearity test

Testing of multicollinearity among independent variables is greatly suggested before testing the proposed model (Hair et al., 2010). Multicollinearity shows the existence of a setback in the correlation matrix when an independent variable is significantly correlated with another independent variable. Furthermore, based on the suggestion of Hair et al. (2010), the discovery of multicollinearity arises when the correlation value is more than 0.90.

Table 4. 4
Correlations of all the variables

		BL	BR	CR	BCRS
Brand Loyalty (BL)	Pearson Correlation Sig. (2-tailed)				
	N	384			
Brand Reputation (BR)	Pearson Correlation Sig. (2-tailed)	.652**			
	N	384	384		
Corporate Rebranding (CR)	Pearson Correlation Sig. (2-tailed)	.328**	.330**		
	N	384	384	384	
Brand Crisis Response Strategy (BCRS)	Pearson Correlation Sig. (2-tailed)	.271**	.249**	.192**	
	N	384	384	384	384

Based on Table 4.4; it is obvious that there is no high correlation among the variables of this study, as all correlations are in the range between 0.192 to 0.652 which is below of 0.90. This test was facilitated by testing the tolerance value and the variance influence factor (VIF). According to Hair et al. (2010), the tolerance value is the amount of variability of the selected independent variable that is not explained by other independent variables, while VIF is the inverse of tolerance. The tolerance value and VIF cut-off

points are 0.10 and 10.00, respectively, indicating that VIF value should be closer to 1.00 to specify little or no multicollinearity.

Table 4.5 highlights multicollinearity statistics for all the independent variables for this study. Principally, the correlations between the variables are below 0.90, denoting no problem of multicollinearity. Tolerance values range between .855 and .924, while VIF values range between 1.082 and 1.169. Thus, the result signifies no violation of multicollinearity assumption.

Table 4. 5
Multicollinearity Test

Variable	Tolerance	VIF
Brand Reputation	.855	1.169
Brand Crisis Response Strategy	.878	1.139
Corporate Rebranding	.924	1.082

4.3 Data Analysis

4.3.1 Evaluation of the Model Quality

An appropriate data analysis method was decided to be utilised in this study after the construct were defined and the suitable items were adapted and modified from adapted instruments. For the preliminary analysis such as survey response and data screening, SPSS version 20.0 was used. For the focal analyses, the Partial Least Square Structural

Equation Modeling (PLS-SEM) approach was used. The application of structural equation modeling (SEM) for this study was discussed in the previous chapter in section 3.7.2. Since this study consisted of a complex model with several independent variables, dependent variables and mediating variables, the researcher resort to use Smart PLS 3.0 software for SEM to statistically define the relationships among the independent variables, dependent variables and mediating variables. Notably, the dependent variable in this study (brand loyalty) was operationalized in two sub dimension (attitude behavior and behavioural behavior), therefore the Higher Order Model (HOM) was formed. Higher Order Model (HOM) or Hierarchical Component Model (HCM) entail testing second-order structures that contain two layers of the construct (Hair et al., 2014). The capability of PLS to estimate hierarchical models or moderating and mediating effect is easier (Chin, Marcolin, & Newsted, 2003), also the capability to estimate the complex model with several latent and manifest variables were influenced the researcher in deciding the techniques in analysing the data. Furthermore, the PLS parameter approximates better the strength and direction of the relationship among the variables compared to correlation coefficients, (Calontone, Graham & Mintu-Wimsatt, 2007) as cited in Al-Refai (2015).

Smart PLS was used in this study in line with the previous studies (Goaill, Selvan, & Nor Azila, 2014; Al-Refai & Mohd Noor, 2014; Al-Swidi & Al-Hosam, 2012). This software is utilised in marketing and management science (Henseler et al., 2009). PLS model is usually analysed and interpreted by using measurement instrument reliability and validity (structural models) (Hair et al., 2013). But, Hair et al. (2014) recommended the model

has to be specified before continuing to measure these models. The measuring instrument reliability and validity (measurement model) was employed to certify its reliability and validity. Besides, the measurement properties of multi-item constructs, as well as convergent validity, discriminant validity, reliability, and goodness of measure were tested. Assessment of PLS-SEM structural model evaluation is analysed by R^2 value, effect size and predictive relevance of the model. Besides, bootstrapping is executed to test the research hypotheses.

4.3.2 Model Specification

The original study's model consisted of 65 reflective measurement items (manifest variable or indicator) for four variables (latent variables) including brand crisis response strategy (primary crisis response strategy and secondary crisis response strategy) and corporate rebranding as independent variables and brand loyalty as the dependent variable. Also, brand reputation is hypothesised to mediate the relationship between independent variables and dependent variable.

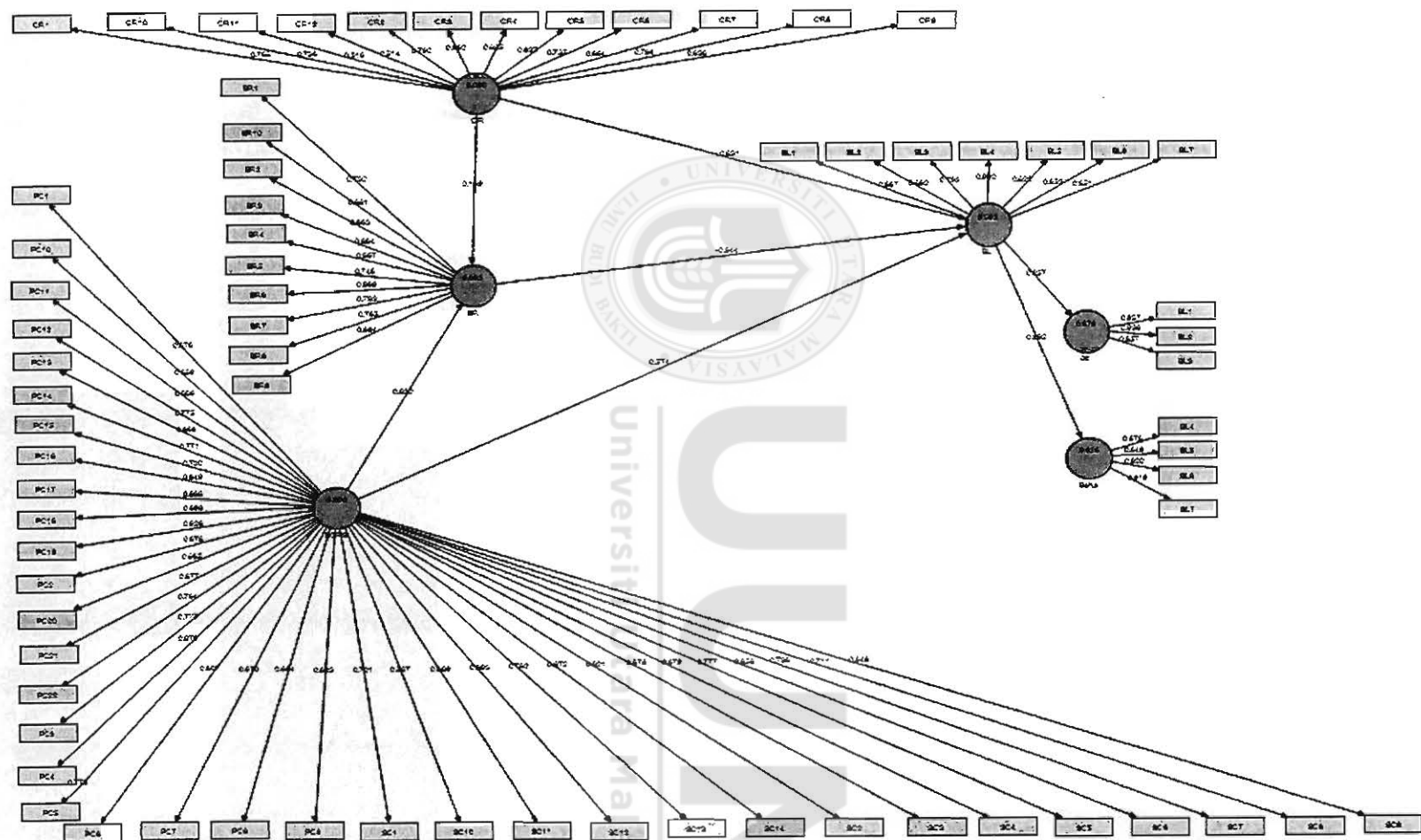


Figure 4. 1
First Stage Hierarchical Construct Model

4.4 Measurement Model Evaluation (Outer Model)

4.4.1 Assessment for First Stage Hierarchical Construct Model

In Smart PLS, as the beginning, the measurement model (outer model) was tested to determine the appropriateness of loadings of the indicators (items) on the theoretically devised respective constructs. Outer model is assessed to verify that items measure the construct they were supposed to measure. Therefore by determining that the instrument used is reliable. Furthermore, the function of the outer model is to diagnose the relationship between observable and underlying constructs. As such, it turns out to be essential to trace appropriate indicators for certifying a proper operationalisation of a particular construct (Churchill, 1979) which further dictated estimation of construct validity which can be justified in SEM through content validity, convergent validity, and discriminant validity (Hair et al., 2010).

4.4.1 Content Validity

Hair et al. (2013) stated that based on the studies on psychometrics, content validity indicates that all the involved questions should possess high loadings on their respective construct to represent all aspects of that construct. Therefore, the items produced to measures construct must imitate higher loading on their construct in comparison to another construct. This test is ensured by a comprehensive literature review to attain items that have already been tested for their validity by prior studies.

For this study, the construct items and their output based on the item loadings are presented in Table 4.6 which are brand loyalty, brand reputation, brand crisis response

strategy (primary crisis response strategy and secondary crisis response strategy) and corporate rebranding. Chan (2003) have suggested that the items loading can be classified in five classification; (i) less than 0.30 is poor, (ii) 0.31 – 0.50 is fair, (iii) 0.51 – 0.60 is moderate, (iv) 0.61 – 0.80 is strong, (v) 0.81 – 1 is very strong. Also, Andresen (2000) supported by stress out that the item loading should be over 0.30 for the mutual relationship. It can be seen in Table 4.6 that each of the loadings is greater than 0.31 which it shows fair loading for each of the indicators taken in the study (refer to Appendix E for PLS output).

Table 4. 6
Outer Loadings of the Items

Variables	Items	BL	BR	BCRS	CR
Brand Loyalty (BL)	BL1	0.888			
	BL2	0.881			
	BL3	0.793			
	BL4	0.900			
	BL5	0.823			
	BL6	0.852			
	BL7	0.849			
Brand Reputation (BR)	BR1		0.729		
	BR2		0.661		
	BR3		0.887		
	BR4		0.869		
	BR5		0.748		
	BR6		0.869		
	BR9		0.691		
Brand Crisis Response Strategy (BCRS)	BR10		0.884		
	PC1			0.877	
	PC2			0.878	
	PC3			0.774	
	PC4			0.878	
	PC5			0.771	

Table 4.6 (Continued)

Variables	Items	BL	BR	BCRS	CR
	PC6			0.807	
	PC7			0.671	
	PC9			0.625	
	PC10			0.890	
	PC11			0.887	
	PC12			0.774	
	PC13			0.867	
	PC14			0.769	
	PC15			0.719	
	PC16			0.650	
	PC17			0.889	
	PC18			0.699	
	PC19			0.623	
	PC20			0.865	
	PC21			0.878	
	PC22			0.764	
	SC1			0.702	
	SC2			0.623	
	SC3			0.879	
	SC4			0.879	
	SC5			0.776	
	SC6			0.857	
	SC7			0.737	
	SC8			0.710	
	SC9			0.650	
	SC10			0.888	
	SC11			0.890	
	SC12			0.893	
	SC13			0.781	
	SC14			0.871	
Corporate Rebranding (CR)	CR1				0.768
	CR2				0.762
	CR3				0.664
	CR4				0.826
	CR5				0.825
	CR6				0.736
	CR7				0.863
	CR8				0.782
	CR9				0.837
	CR10				0.738
	CR11				0.515
	CR12				0.511

4.4.2 Convergent Validity

The researcher continues the analysis by proceeding to the convergent validity. To establish the convergent validity, Hair et al. (2010) have suggested to estimate the factor loadings, composite reliability (CR) and the average variance extracted (AVE).

Firstly, all the item loadings were tested and the suggested loading value to be accepted is 0.50 or more based on the literature of multivariate analysis (Hair et al., 2010). Secondly, the researcher tested the composite reliability (CR) which shows the degree to which the items consistently seek to specify the latent construct (Hair et al., 2010). CR values in Table 4.7 which range 0.936 to 0.984 surpass the suggested value of 0.70 by Hair et al. (2010). Thirdly, the convergent validity was evaluated by AVE which signifies the average of the variance extracted from a cluster of items concerning the variance shared with the measurement errors (Al-Janabi, 2016). The acceptable value for AVE is at least 0.50 as suggested by Hair, et al. (2010) and the value of AVE for this study ranges from 0.553 to 0.732, showing an appropriate measurement level of convergent validity (refer to Appendix F for PLS output).

Table 4. 7
Convergent table analysis

Variables	CR	AVE
Brand crisis response strategy	0.984	0.630
Brand loyalty	0.950	0.732
Brand reputation	0.944	0.628
Corporate rebranding	0.936	0.553

4.4.3 Discriminant Validity

Discriminant validity is to illustrate the distinction level of the items from other constructs by empirical standards. Therefore, establishing discriminant validity entail that the construct is unique and capture phenomena do not signify by other constructs in the model (Hair et al., 2014).

In this study, the discriminant validity was evaluated by employing two methods as suggested by Hair et al. (2014) which is by examining the cross loading of the indicators and by the Fornell-Larcker criterion. For the first method, an indicator's outer loading must be greater than all its cross-loadings. The details of the loading and cross-loading for each variable are as in Table 4.8. It shows that the loading of BL1 has the highest value for the loading with its corresponding construct BL (0.888), while all cross-loadings with other constructs are lower. The same finding found in the other variables (refer Appendix G for PLS output).

Table 4. 8
Cross Loading for All Variables

Variables	Items	Attitude	BCRS	BL	BR	Behaviour	CR
Brand Loyalty (BL)	BL1	0.936961	0.677838	0.888098	0.673862	0.772236	0.658323
	BL1	0.936961	0.677838	0.888098	0.673862	0.772236	0.658323
	BL2	0.937738	0.675715	0.881084	0.662058	0.759740	0.650954
	BL2	0.937738	0.675715	0.881084	0.662058	0.759740	0.650954
	BL3	0.857423	0.626782	0.793044	0.608830	0.672697	0.617170
	BL3	0.857423	0.626782	0.793044	0.608830	0.672697	0.617170

Table 4.8 (Continued)

	BL4	0.829783	0.677469	0.899978	0.678748	0.876005	0.694100
	BL4	0.829783	0.677469	0.899978	0.678748	0.876005	0.694100
	BL5	0.698341	0.585688	0.822585	0.600312	0.848819	0.615847
	BL5	0.698341	0.585688	0.822585	0.600312	0.848819	0.615847
	BL6	0.673408	0.615493	0.851948	0.619041	0.919843	0.668342
	BL6	0.673408	0.615493	0.851948	0.619041	0.919843	0.668342
	BL7	0.669741	0.594853	0.849301	0.596042	0.918396	0.646282
	BL7	0.669741	0.594853	0.849301	0.596042	0.918396	0.646282
Brand Reputation (BR)	BR1	0.464135	0.709210	0.543634	0.732217	0.559462	0.761519
	BR10	0.671834	0.892352	0.631181	0.881382	0.544252	0.832988
	BR2	0.410862	0.645318	0.450659	0.663018	0.443164	0.674433
	BR3	0.677350	0.896230	0.638090	0.884100	0.551665	0.837946
	BR4	0.701591	0.890092	0.657616	0.867100	0.565805	0.830789
	BR5	0.625707	0.775594	0.565209	0.746177	0.467845	0.729441
	BR6	0.611739	0.873465	0.683057	0.868755	0.679129	0.859939
	BR7	0.506917	0.769802	0.627504	0.782895	0.667973	0.777383
	BR8	0.493721	0.725041	0.579209	0.765021	0.596000	0.770199
	BR9	0.395299	0.650591	0.451888	0.693929	0.457301	0.669903
	PC1	0.661640	0.876193	0.621164	0.862083	0.535265	0.817302
	PC10	0.668105	0.889704	0.633811	0.877358	0.551651	0.831120
	PC11	0.695415	0.886380	0.653156	0.863832	0.563089	0.825374
	PC12	0.624226	0.774251	0.564004	0.745000	0.466959	0.728551
	PC13	0.606128	0.867094	0.676957	0.861922	0.673150	0.852777
	PC14	0.504372	0.769421	0.625867	0.782758	0.667171	0.776950
	PC15	0.489029	0.719506	0.573935	0.759143	0.590732	0.762937
Brand Crisis Response Strategy (BCRS)	PC16	0.396623	0.650671	0.452453	0.693051	0.457190	0.669183
	PC17	0.663158	0.888220	0.625357	0.876524	0.541233	0.829378

Table 4.8 (Continued)

PC18	0.459706	0.699294	0.531011	0.716721	0.541397	0.743584
PC19	0.403627	0.628106	0.435343	0.640237	0.422754	0.649415
PC2	0.688857	0.878022	0.641783	0.855470	0.548891	0.819577
PC20	0.639425	0.865120	0.600234	0.849650	0.517162	0.801464
PC21	0.695092	0.877135	0.649581	0.852249	0.557276	0.814972
PC22	0.631580	0.763741	0.572004	0.733251	0.474822	0.712597
PC3	0.621152	0.774212	0.565169	0.746480	0.471439	0.726861
PC4	0.619781	0.877534	0.686919	0.869887	0.679341	0.865907
PC5	0.511602	0.771103	0.630176	0.781869	0.668805	0.782210
PC6	0.538626	0.806855	0.673264	0.802854	0.721740	0.844426
PC7	0.442497	0.671221	0.501676	0.675394	0.505122	0.730579
PC8	0.445166	0.684879	0.522379	0.705684	0.538238	0.734824
PC9	0.393084	0.625218	0.432509	0.641823	0.426266	0.653060
SC1	0.460233	0.702211	0.533838	0.720108	0.545825	0.748020
SC10	0.665216	0.887454	0.624622	0.876254	0.538301	0.827677
SC11	0.672052	0.889417	0.634996	0.876851	0.550570	0.831098
SC12	0.704027	0.892562	0.661756	0.869359	0.570950	0.834946
SC13	0.629744	0.780911	0.571469	0.751678	0.475317	0.733870
SC14	0.615458	0.871138	0.681905	0.862822	0.674221	0.860097
SC2	0.396432	0.623378	0.430226	0.635474	0.419778	0.646454
SC3	0.657343	0.878479	0.619395	0.863546	0.535626	0.816728
SC4	0.692822	0.878528	0.645815	0.854062	0.552641	0.816361
SC5	0.626396	0.776125	0.565733	0.746252	0.468201	0.727351
SC6	0.597680	0.856415	0.666310	0.850024	0.661706	0.839733
SC7	0.477208	0.736578	0.597412	0.747810	0.640193	0.745096
SC8	0.483522	0.710748	0.569535	0.747723	0.587579	0.755478

Table 4.8 (Continued)

	SC9	0.395900	0.650211	0.451803	0.693294	0.456692	0.669236
Corporate	CR1	0.490148	0.721674	0.575576	0.761551	0.592636	0.767757
Rebranding (CR)	CR10	0.429444	0.674359	0.491462	0.679119	0.498037	0.738388
	CR11	0.326007	0.407400	0.350403	0.418718	0.338883	0.514753
	CR12	0.334206	0.403781	0.355660	0.416009	0.341358	0.511029
	CR2	0.464662	0.709255	0.543831	0.732229	0.559372	0.762063
	CR3	0.397189	0.632109	0.436836	0.650468	0.430420	0.663847
	CR4	0.665656	0.873912	0.626253	0.861920	0.540758	0.825407
	CR5	0.719311	0.869449	0.676527	0.848016	0.583955	0.824390
	CR6	0.636706	0.778776	0.580722	0.750023	0.485580	0.735201
	CR7	0.619950	0.870726	0.692618	0.864435	0.688919	0.863048
	CR8	0.517448	0.768927	0.635773	0.779822	0.673709	0.781816
	CR9	0.542280	0.797792	0.675729	0.793335	0.723110	0.836780

For the second method based on the Fornell-Larcker criterion, the square root of each construct was tested, and it should be higher than its highest correlation to the other construct (Hair et al., 2014). Table 4.9 shows the Fornell-Larcker criterion assessment with the square root of the reflective construct AVE on the diagonal and the correlations between the construct (refer Appendix H for PLS output).

Table 4. 9
Correlations among Constructs and Discriminant Validity

	BCRS	BL	BR	CR
Brand crisis response strategy	1.000			
Brand loyalty	0.744	1.000		
Brand reputation	0.995	0.741	1.000	
Corporate rebranding	0.977	0.760	0.980	1.000

However, the recent research suggested that Fornell-Larcker criterion is not effective under certain circumstances (Henseler et al., 2015). Henseler et al. (2015) criticised Fornell-Larcker (1981) standard for not being reliably identified the absence of discriminant validity in common research circumstances and recommended the heterotrait-monotrait (HTMT) ratio of correlations as an alternative to determine the discriminant validity. Therefore, to establish the discriminant validity for this study, HTMT was verified and the result is presented in Table 4.10 (refer Appendix I for PLS output).

In assessing the discriminant validity using HTMT, it can be done in two ways; a criterion or a statistical test. For a criterion, there is a problem of discriminant validity when the value of HTMT is greater than HTMT_{.85} value of 0.85 (Clark & Watson, 1995; Kline, 2011) or HTMT_{.90} value of 0.90 (Gold, Malhotra & Segars, 2001; Teo, Srivastava & Jiang, 2008). For a statistical test, HTMT serves as the basis of a statistical discriminant validity test (Henseler et al., 2015). According to Henseler et al. (2015),

bootstrapping procedure permits to construct confidence intervals for HTMT which is to test the null hypothesis ($H_0: HTMT \geq 1$) against the alternative hypothesis ($H_1: HTMT < 1$). If confidence intervals consist of value one, then there is a problem of discriminant validity. For this study, the outcome of HTMT shows that all the value passed HTMT._{.85} (Clark & Watson, 1995; Kline, 2011) and HTMT._{.90} (Gold et al., 2001; Teo et al., 2008) and also the HTMT inference (confidence interval did not contain the value of one in any construct) as presented in Table 4.10. Therefore, the discriminant validity was established in this study.

Table 4. 10
Heterotrait-Monotrait (HTMT)

	1	2	3	4
1. Brand loyalty				
2. Brand reputation	0.76			
3. Brand crisis response strategy	0.28	0.32		
4. Corporate rebranding	0.28	0.32	0.14	

4.4.2 Assessment for Second Stage Hierarchical Construct Model

The latent variable scores in the first stage model were recomputed to construct a simpler second stage model. As a result, the sub dimensions of the constructs in the first stage model in Figure 4.1 serve as items for the constructs in the second stage model in Figure 4.2

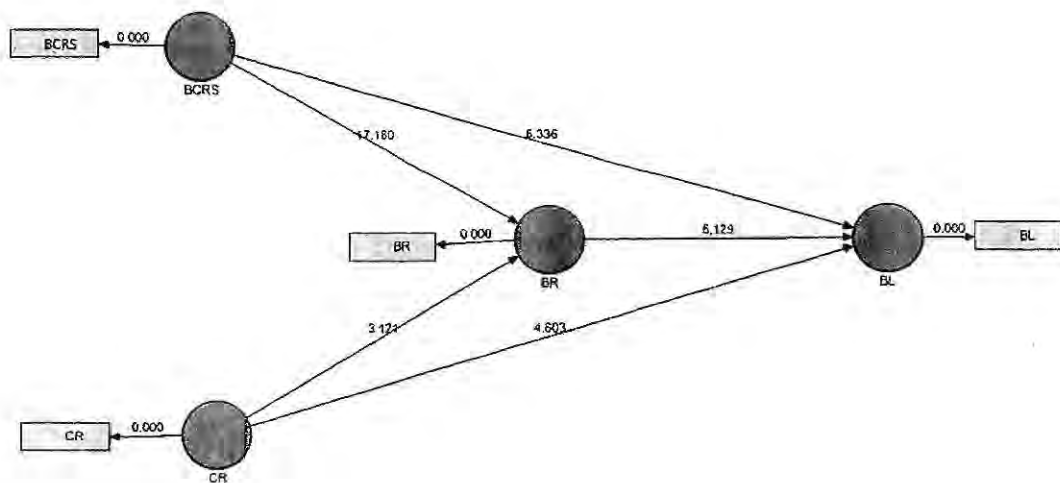


Figure 4. 2
Second Stage Hierarchical Construct Model

The second stage model results in Table 4. 11 and Table 4.12, both indicating that the model is fitted as the composite reliability and AVE are all above the expected threshold of 0.70 (Hair et al, 2014) and 0.50 (Chin, 1998) respectively. Also, the item loadings and cross-loadings are within the acceptable limit as all are above 0.50 (Hair et al, 2014).

Table 4. 11
Cross-loadings, Composite Reliability and Average Variance Extracted (AVE) for Second Stage Hierarchical Construct Model

	BCRS	BL	BR	CR	Composite Reliability	AVE
BCRS	1.000				1.000	1.000
BL	0.987	1.000			1.000	1.000
BR	0.996	0.977	1.000		1.000	1.000
CR	0.977	0.973	0.980	1.000	1.000	1.000

Table 4. 12

Discriminant Validity (Fornell-Larcker Criterion) for Second Stage Hierarchical Construct Model

	BCRS	BL	BR	CR
Brand crisis response strategy	1.000			
Brand loyalty	0.987	1.000		
Brand reputation	0.995	0.978	1.000	
Corporate rebranding	0.977	0.973	0.980	1.000

4.5 Goodness of Fit of Model

After analysing the reliability and the validity of the constructs, the next step was to evaluate the goodness of fit (GoF). A global fit measure is the only calculation to measure the goodness of fit in PLS-SEM (Tenenhaus, Amato, & Esposito Vinzi, 2004) and it is the geometric mean of the average variance extracted and average R^2 for the endogenous variables. The formula for GoF is as below:

$$GoF = \sqrt{(R^2 \times AVE)}$$

For this study, the GoF value was 0.983, which calculated based on the outcomes as follows:

$$\begin{aligned}
 GoF &= \sqrt{(0.983 \times 1)} \\
 &= 0.99
 \end{aligned}$$

Based on the suggestion by Wetzels et al. (2009), the value of GoF is small if it equal to 0.1, medium if equal to 0.25 and large if equal to 0.36. Therefore, for this study, the value of GoF is large because the value is more than 0.36 and it can be concluded that the model of this study is performed well compared to the baseline value determined by Wetzels et al. (2009).

4.6 PLS SEM Assessment on Structural Model (Inner Model)

After analysing and confirmed the reliability and validity of the construct measures, the next step was to evaluate the structural model by analysing the inner model. Referring to the suggestion by Hair et al. (2013) and Chin (2010), to assess the structural model result consist of assessing the level of R^2 , assess the effect sizes (f^2) and assess the predictive relevance Q^2 and the q^2 effect sizes. The level and significance of the path coefficients and bootstrapping were employed to test the study hypotheses.

4.6.1 Coefficient of Determination (R^2 value)

The quality of the structural model can be assessed by the coefficient of determination (R^2 value) which measures the model's predictive accuracy. The coefficient corresponds to the exogenous latent variable's combined effects on the endogenous latent variables, and it is calculated as the squared correlation linking a specific endogenous construct's actual and predicted values (Hair et al. 2014).

Hair et al. (2014) have suggested the rule of thumb in indicating the levels of predictive accuracy as below:

- i. when R^2 is 0.25, it indicates a weak level.
- ii. when R^2 is 0.50, it indicates a moderate level.
- iii. when R^2 is 0.75, it indicates a substantial level.

Based on the results of the Table 4.10 and Hair et. al. (2014) rule of thumb, R^2 for brand loyalty is found to be 0.983. It indicates that brand reputation, brand crisis responses strategy (primary crisis response strategy and secondary crisis response strategy) and corporate rebranding can account for 98.3% of the variance in the brand loyalty, which is moderate. The R^2 of brand reputation is 0.993, indicating that brand loyalty, primary crisis response strategy, secondary crisis response strategy and corporate rebranding can account for 99.3% of the variance in the brand reputation, which is substantial (refer to Appendix J for PLS outcome).

Table 4. 13
 R^2 values

	R^2
Brand Loyalty	0.983
Brand Reputation	0.993

4.6.2 Effect Size (f^2)

Based on the results of the Table 4.11 and Hair et al. (2014) rule of thumb, R^2 for brand loyalty is found to be 0.580. It indicates that brand reputation, brand crisis responses strategy (primary crisis response strategy and secondary crisis response strategy) and corporate rebranding can account for 58% of the variance in the brand loyalty, which is

moderate. The R^2 of brand reputation is 0.992, indicating that brand loyalty, primary crisis response strategy, secondary crisis response strategy and corporate rebranding can account for 99.2% of the variance in the brand reputation, which is substantial.

$$\text{Effect size (} f^2 \text{)} = \frac{R^2 \text{ incl} - R^2 \text{ excl}}{1 - R^2 \text{ incl}}$$

The guidelines recommended by Cohen (1988) for evaluating f^2 values are 0.02 represent small effects, 0.15 represent medium effects, and 0.35 represent large effects (Hair et al., 2014) (refer to Appendix K for PLS outcome).

Table 4. 14
Effect Sizes of Latent Variables

	f^2	Effect Size
Brand crisis response strategy -> Brand loyalty	1.31	Large
Brand reputation -> Brand loyalty	0.42	Large
Corporate rebranding -> Brand loyalty	1.69	Large
Brand crisis response strategy -> Brand reputation	4.52	Large
Corporate rebranding -> Brand reputation	0.06	Small

4.6.3 Blindfolding and Predictive Relevance Q^2

In addition to evaluating the magnitude of the R^2 values as a criterion of predictive accuracy, Stone-Geisser's Q^2 value was employed. This assessment is an indicator of the model's predictive relevance (Hair et al., 2014). In the structural model, Q^2 values more

than zero for a certain reflective endogenous latent variable specify the path model's predictive relevance for the particular construct.

The Q^2 value is obtained by using the blindfolding procedure which a sample reuse technique that excludes every d^{th} data point in the endogenous construct's indicators and approximates the parameters with the remaining data points. Hair et al. (2014) recommend that the number of cases in the data should not be a compound integer number of the omission distance d , if not the blindfolding procedure will give in erroneous results, and Hair et al. (2014) also proposed to choose a value of d between five and ten. For that reason, the researcher decided to use seven as a value for d to obtain cross-validated redundancy.

As recommended by Hair et al. (2014), the model will have predictive quality if the cross-redundancy value is more than zero; if not the predictive relevance of the model cannot be concluded. Table 4.12 shows that the cross-validated redundancy values gained for brand loyalty and brand reputation at 0.9659 and 0.9859, respectively. These results hold the claim that the model has sufficient prediction quality (refer to Appendix L for PLS outcome).

Table 4. 15
Predictive Relevance of the Model

Construct	Cross Validated Redundancy
Brand Loyalty	0.9659
Brand Reputation	0.9859

4.9 Hypothesis Testing and Path Coefficients for Direct Hypotheses

The analysis was continued by testing the hypothesised relationships by running the PLS algorithm and bootstrapping in Smart PLS 3.0. The path coefficient close to +1 represents a strong positive relationship, and close to 0 represents weak relationship (Hair et al., 2014). Other than the path coefficient, the hypothesised relationship can be tested by t value. When the t value is greater than the critical value, the coefficient is significant at certain error probability and frequently used critical value for two-tailed test are 1.65 (significance level = 10%), 1.96 (significance level = 5%) and 2.57 (significance level = 1%) (Hair et al., 2014). Along with this line, the researcher set 5,000 subsamples with a replacement number from the bootstrap cases equal to the original number of samples (384) to construct standard errors and gain t value. Table 4.13 and Figure 4.2 contain the path coefficient and the bootstrapping results.

Table 4. 16
Result of Hypotheses Testing

Hypothesis no.	Hypothesis statement	Path Coefficients	T Statistics	Decision
H1	BCRS -> BL	0.639*	8.391	Supported
H2	CR -> BL	0.354*	4.563	Supported
H3	BCRS -> BR	0.844*	16.819	Supported
H4	CR -> BR	0.155*	3.056	Supported
H5	BR -> BL	0.647*	5.128	Supported

*p<0.05, **p<0.01, ***p<0.001

Based on the findings, it shows that:

1. BCRS and CR are the best tools for remedy brand reputation.
2. CR is the best tools for remedy brand loyalty.
3. BCRS and CR are the tools to ensure the brand loyalty.

4.10 Testing the Mediating Effects

The analysis process is including the assessment of the mediation effects hypothesised in H6. The analysis continues based on Hair et al. (2014) suggestion by answering the questions below:

- i. Is the direct effect of between independent variables (brand crisis response strategy and corporate rebranding) and dependence variable (brand loyalty) significant when the mediator variable is excluded from the PLS path model?
- ii. Is the indirect effect via the mediator variable significant after brand loyalty was included in the path model?
- iii. How much of the direct effect does the indirect effect via the mediator absorb?

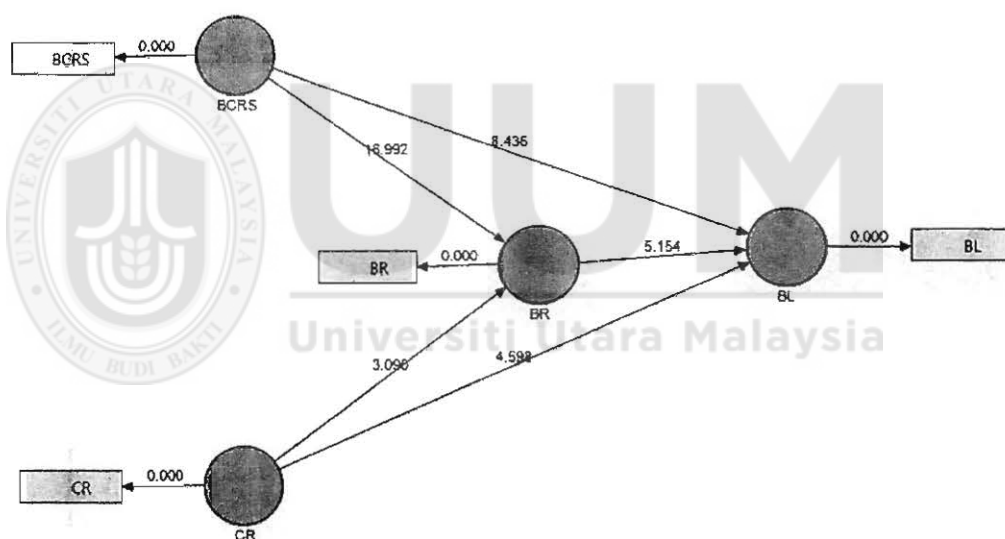


Figure 4. 3
PLS Bootstrapping (t-values) for the Study Model

To answer the first question, the researcher excluded the mediating variable (brand reputation) from the path model and ran the bootstrapping routine with the previously

described specifications. As a result, the direct effect between Brand Crisis Response Strategy and Brand Loyalty is significant ($\beta = 0.793$, $t\text{-value} = 8.695$, $p < 0.01$). Also, there is significant between Corporate Rebranding and Brand Loyalty ($\beta = 0.199$, $t\text{-value} = 2.144$, $p < 0.01$). For the second questions, the results show there are significant effects on the indirect effect of Brand Crisis Response Strategy to Brand Loyalty ($\beta = 0.217$, $t\text{-value} = 4.870$, $p < 0.01$) and Corporate Rebranding to Brand Loyalty ($\beta = 0.155$, $t\text{-value} = 4.270$, $p < 0.01$).

Finally, the researcher computes the Variance Accounted For (VAF) to answer the third question. To proceed with the assessment, it is required to have a, b, c, and c' values where a, b and c' are calculated by adding the mediating variable and c is the effect of the dependent variable on the independent variable without adding the mediating variable in the model (Baron & Kenny, 1986). The explanation on the a, b, c and c' are as below:

- i. a corresponds to the effect of independent variables on the presumed mediating variable;
- ii. b corresponds to the effect of a presumed mediating variable on the dependent variable;
- iii. c corresponds the effect of the independent variable on the dependent variable without keeping the presumed mediator in the model;
- iv. c' corresponds to the effect of the independent variable on the dependent variable with the presumed mediator in the model.

Then, the mediation test was further carried out by using the bootstrapping method as it is perfectly suited for the PLS-SEM analysis method Hair et al. (2014). The value of VAF was calculated to determine the size of the indirect effect in relation to the total effect by using the formula as below:

$$\text{VAF} = \frac{(\text{path a} \times \text{path b})}{(\text{path a} \times \text{path b} + \text{path c}')}$$

Hair et.al (2014) suggested a guideline conclude the effect of mediation based on the value of VAF. If the value of VAF is less than 20%, it can be concluded that almost no mediation effect and it will be full mediation if the value is more than 80%. A situation in which the VAF is larger than 20% and less than 80% can be exemplified as partial mediation. For the relationship between brand loyalty and brand crisis response strategy, the result shows that brand reputation is full mediation to the relationship with the VAF value of 100%. While, for the relationship between brand loyalty and corporate rebranding, the effect of brand reputation is partial mediate when the VAF value is 79%. The details of the outcomes from this study as shown in Table 4.14.

Based on the outcomes in Table 4.14, the proposed hypothesis in H6, brand reputation mediate the relationship between the dependent variable; brand loyalty and independent variables; brand crisis response strategy and corporate rebranding can be verified. As a conclusion, the explanations of the results are as follow:

- i. H6a: In the relationship between brand crisis response strategy \rightarrow brand reputation \rightarrow brand loyalty, the effect of perceived value on brand loyalty is mediated by

Table 4. 17
Results of Mediating Hypotheses

Hyp. no.	Hypothesized effect	A		b		c		c'		P-value	VAF	Decision
		β	t	β	t	β	t	β	t			
	BCRS>BR> BL	0.844	16.842	1.002	5.191	0.793	8.554	1.639	8.437	0.000	100%	Full mediation
H6	CR>BR> BL	0.155	3.062	1.002	5.191	0.199	2.107	0.354	4.582	0.000	79%	Partial mediation

Table 4. 18

Index values and total effects for the IPMA of brand loyalty.

	Importance (Total Effects)	Performance (Index Values)
Attack the accuser	0.112	4.271
Denial	0.106	4.308
Scapegoat	0.387	4.655
Excuse	0.011	4.436
Justification	0.013	4.574
Compensation	0.002	4.575
Apology	0.008	4.117
Reminder	0.015	4.451
Ingratiation	0.001	4.522
Victimage	0.388	4.279
Corporate rebranding	0.028	0.000

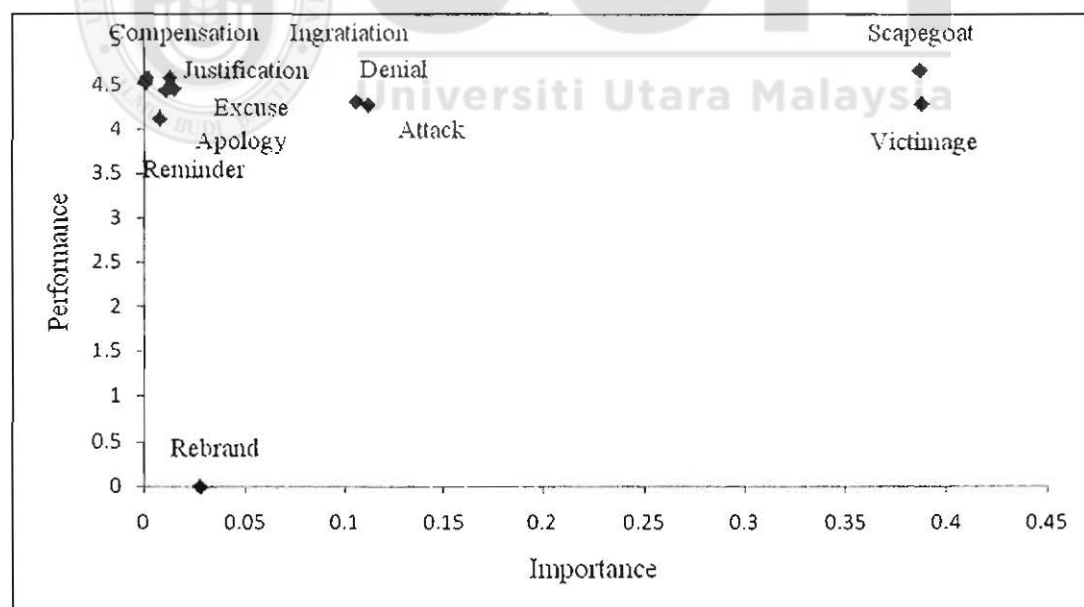


Figure 4. 4

IPMA Representation of Brand Loyalty

CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter presents a summary of the study findings, discussion on the hypothesis testing, and the contribution of the study in term of the theoretical contribution and practical contribution. It also presents the research implications and limitations of the study. Hence it entails the recommendations for future research. Lastly, a conclusion of the whole research is made to encapsulate the study.

5.2 Recapitulation of the Study Findings

The findings of this research supported the all hypothesised relationships. The findings revealed that the relationship between the brand crisis response strategy and the dependent variable, brand loyalty is significant. It means that the brand crisis response strategy that was implemented by the affected organisation will influence on the brand loyalty. Also, the relationship of brand reputation and corporate rebranding was found to be significant to the brand loyalty. For the relationship of the mediator; brand reputation, it has a significant relationship between brand crisis response strategy and corporate rebranding to the brand loyalty. The significant relationship between corporate rebranding and brand loyalty also was found in this research. For the mediation effect, the brand reputation mediates the relationship between brand crisis response strategy, corporate rebranding and brand loyalty.

5.3 Discussion

The discussions of the findings are presented based on the research objectives and the hypotheses. Therefore, this section starts with the discussion on the relationship between brand crisis response strategy (primary response strategy and secondary response strategy) and brand loyalty, followed by the discussion on the relationship between corporate rebranding and brand loyalty and lastly the mediating effect of brand reputation.

5.3.1 The relationship between brand crisis response strategy and brand loyalty

This study aims to investigate the relationship between brand crisis response strategy, namely the primary crisis response strategy, and secondary crisis response strategy to brand loyalty. In order to identify the relationship, the path coefficient and the t value were used to identify the relationship. Based on t value test, it is shown that brand crisis response strategy and brand loyalty has a significant relationship ($\beta=1.639$, t-value = 8.392, $p < 0.05$) and supported the Hypothesis 1.

As supported to the hypothesised relationship, using this sample, consumer perceptions on brand crisis response strategy have influenced the brand loyalty. This finding supports the findings of Benoit (1997); Helm and Tolsdorf (2013); and Rea et al. (2014). Relate to the SCCT, the findings of this study support the theory on the relationship among brand loyalty, brand crisis response strategy and brand reputation. SCCT only focus on the behavioural intentions element in evaluating the brand loyalty, while for this study brand loyalty focused on the behavioural and attitudinal elements. The findings of this study

show that brand crisis response strategy is the best tools to retain the brand reputation and it is the remedy to the brand loyalty.

The finding opposed the argument of Dutta and Pullig (2011) who found that there is a non-significant relationship between brand crisis response strategy and brand loyalty. The selection of a brand crisis response strategy should be based on the nature of the brand crisis, and no "one type fits all" strategy for brand crisis response strategy. However, based on the contingency-based view, Dutta and Pullig (2011) highlighted that corrective action as the brand crisis response strategy may be the best response to restore the brand loyalty and the nature of the crisis would influence the success of the brand crisis response strategy. In their study, Dutta and Pullig (2011) categorised the nature of crisis into two categories, performance-related crisis (as an example; defective material to manufacture athletic shoes) and values-related crisis (as an example; child labour abuses). The nature of the crisis will influence the customer's judgment on the brand crisis response strategy. In addition, loyal customers are more likely to support and absorb the information regarding the crisis on their preferred brand positively (Ahluwalia et al., 2010; Azize et al., 2011; Park & Lee, 2013). Consumers tend to counter-argue the negative information about their favourite brands to minimise the cognitive dissonance feeling (Dawar & Pillutla, 2000). Also, loyal customers were found to show more sympathy for the brand and trust the organisation deserves their help (Cleeren et al., 2007). Therefore, even though the brand has a crisis, the possibility of loyal customers to remain loyal to their favourite brand will be the same (Azize, et al., 2011; Park & Lee,

2013). It supports any strategy that was taken in correcting the crisis and retains the brand loyalty.

Based on the findings, it seems that brand loyalty after the crisis does not have much effect by the crisis. Evidently, the case of MAB (formerly known as MAS) tragedy was used in this study. Even though MAB suffered a double fatal crisis, the loyal customer still loyal to MAB. The findings show that the majority of the respondents still willing to choose MAB as their preferable airline's company (48.2%). Furthermore, the finding of this study also indicates that there is a significant relationship between brand crisis responses strategy and brand loyalty. That means any strategy chosen by the organisation to be implemented will influence the loyalty of most their existing customers.

The plausible explanation of the significant relationship between brand crisis response strategy and brand loyalty is due to the medium of information dissemination employed by the MAB during the crisis. As the main airline operator in Malaysia and closely related to government link organisation, MAB crisis gained a significant coverage by the local as well as the international media. Thus, information regarding the crisis and crisis response strategy was up to date to the affected passengers and families. Besides, based on the findings, other than television coverage, most of the respondents aware of the news through the internet with the percentage of 40.6 per cent. It shows that most of the respondents are internet users and the internet users are more exposed to the current and wider news more than non-internet users who just rely on a single channel such as the television, radio, newspaper, magazine and word of mouth to get the updates and news.

In this digital environments, news from the internet is more reliable than another media channels (Zogby, 2009). The Internet allows people to search for information from thousands of blogs, aggregators, social networks, and to roam to those that share their point of view. Furthermore, the organisation that involved in crisis normally communicates their corrective action through their website. For example, MAB keeps updating their current information regarding the crisis on their website during the crisis. Therefore, any brand crisis response strategy implemented by the organisation will affect the brand loyalty because the loyal customers are well informed and been updated with accurate information regarding the cause and the reaction by the organisation during the crisis through the internet.

As a conclusion of this section, the significant relationship between brand crisis response strategy and brand loyalty was influenced by many factors such as the medium of news used by the respondent as discussed by the researcher. The customer's judgment on the brand crisis response strategy based on the intention of the actions doing and it is nonstandard judgment. The same strategy can be interpreted as positive-negative action, acceptable-not acceptable action, sufficient-insufficient action or others judgment (Falk & Fischbacher, 2000). The significant relationship found in this current study shows that the customers judge the brand crisis response strategy based on the intention and interpret it as positive, acceptable and sufficient on the judgment of the brand loyalty. Therefore, the significant relationship between brand crisis responses strategy and brand loyalty found from this study support the SCCT theory.

5.3.2 The relationship between corporate rebranding and brand loyalty.

The second objective of this study is to investigate the relationship between corporate rebranding and brand loyalty. The findings of this study found that the corporate rebranding has a significant relationship to the brand loyalty and it support the Hypothesis 2.

As predicted, the finding of this study supports the study by Tsai et al., (2015) which stated that corporate rebranding initiative after the brand crisis will help to remedy the brand reputation. The corporate rebranding without the existing of brand crisis will destroy the emotional connection and consumer psychology to the previous brand (Le et al., 2014). It happened because the loyal customers already built the pre-existing associations to the brand and they are not easy to accept the transformation and brand name change after the corporate rebranding take place without any reasonable reason (Gotsi & Andriopoulos, 2007). Therefore, after the brand crisis happened, the transformation and brand name change will give the opportunity for the tarnished brand name to create a new entity with a new brand for the survival (Le et al., 2014).

In this study, MAB was undergone the corporate rebranding in term of changing the main management and also changed their brand name from Malaysia Airlines System (MAS) to Malaysia Airlines (MAB) after the crisis (Manjur, 2016). Based on the finding, the corporate rebranding has a significant relationship to the brand loyalty; it means the rebranding action might help the MAB to rebuild their image and regain the trust by the customer for continuing using their airline's services. Based on the previous literature,

the organisation that has been in brand crisis may choose to rebrand so then it might help them to break up the organisation from the previous image (Le et al., 2014). Therefore, the reaction of MAB to undergo the corporate rebranding is the best reaction to overcome the brand crisis and retain their customer's loyalty and attracted the new potential customer to experience their services after the transformation in term of the management and brand change.

The corporate rebranding will revive the tarnished image of MAB and turn the brand into the new one. The action of corporate rebranding also shows that the management of the organisation is in the stage of overcoming the crisis. With the effective campaign on the corporate rebranding, it will attract the new customer to the new brand. If the quality of the product or the service is better than the original brand, then the consumer's intention to repurchase will increase (Tsai et al., 2015). Also, the full support of the loyal customer to the organisation's rebranding can be gained by a strategic rebranding campaign to create the awareness among the customers. In addition, effective communications and campaigns will avoid the strange feeling of the loyal customers to the new brand, and it will retain their loyalty even though the previous brand has been replaced by a new brand.

5.3.3 The relationship between brand crisis response strategy and brand reputation

The third objective of this study is to examine the relationship between brand crisis response strategy namely primary crisis response strategy and secondary crisis response strategy and brand reputation. This study found there is a significant relationship between

the brand crisis response strategy and brand reputation and it supported the Hypothesis 3. The effectiveness of both brand crisis responses strategy; primary crisis response strategy and secondary crisis response strategy are influenced by brand reputation. Primary crisis responses strategy which is consist of attack the accuser, denial, scapegoat, excuse, justification, compensation and apology are significant to the brand reputation. Also, the relationship between reminder strategy, ingratiation strategy and victimage strategy which are included in the secondary crisis response strategy to the brand reputation are significant.

Based on the findings, the more favourable passenger's perceived the brand crisis response strategy implemented by the affected organisation, the higher the brand reputation of that organisation. It supports the findings of Schlegelmich (2013), Huang (2011) and Siomkos (1999) which stated that the protection element existed if the organisation has a high reputation and the brand crisis response strategy implemented by the organisation will leave a positive impact. Also, the organisation needs to be extra cautious in choosing the crisis response strategy because the mistake in choosing the appropriate strategy will tarnish the reputation and may lead to another crisis (Siomkos & Kurzbard, 1994). Based on the findings of this study, brand crisis responses strategy which is the combination of primary crisis response strategy and secondary crisis response strategy is an effective, comprehensive brand crisis response strategy. It is because of the significant relationship between both strategies; primary and secondary crisis response strategy in repairing the tarnished brand reputation. The implementation of both crisis response strategies will cover the denial, diminish, rebuild, and bolstering

strategy as suggested in Situational Crisis Communication Theory (SCCT) and it is supposed to be employed by the organisation which facing the brand crisis.

5.3.4 The relationship between corporate rebranding and brand reputation

The next objective of this study is to examine the relationship between corporate rebranding and brand reputation. The outcome of this study shows there is a significant relationship between corporate rebranding and brand reputation ($\beta=0.155$, $t\text{-value} = 3.056$, $p < 0.05$). The finding can be interpreted as the corporate rebranding has a positive relationship to brand reputation. The higher the corporate rebranding initiative taken by the organisation after the crisis as perceived by the customers, the higher the reputation of the brand.

For this study, the corporate rebranding done by MAB by changing their main top management and change their brand name seems was accepted by the customers. It can be seen based on the sample responses, the coefficient for the questions regarding brand name attitudes which the questions are regarding the acceptance of new brand name can be classified as very strong relationship compare to the other two parts in the corporate rebranding section. This finding supported the findings of the previous study which discussed by Roy and Sarkar, 2015; Le et al., 2014 and Collange, 2014. The effectiveness of the communication and the campaign on the corporate rebranding can be assisted by the awareness of the customers on the higher reputation's organisation.

The findings also support the SCCT, which indicate that brand crisis response strategy has significant relationship to the brand reputation. In this study, brand crisis response strategy was extended by adding the corporate rebranding as additional brand crisis response strategy to overcome the brand crisis instead of primary crisis response strategy and secondary crisis response strategy as suggested by SCCT. According to Le et al. (2014), corporate rebranding after a crisis shows the organisation is in the transforming stage in overcoming the crisis. Therefore, other than focusing on the primary and secondary crisis response strategy only, the finding of this study found that corporate rebranding is another variable positively influence the brand reputation.

5.3.5 The relationship between brand reputation and brand loyalty

The fifth objective of this study is to examine the relationship between brand reputation and brand loyalty. The findings of these two variables are significant ($\beta=1.002$, $t\text{-value} = 5.128$, $p<0.05$) and it supported the hypothesis. To the best knowledge of the researcher, this finding supports most of the previous research that studies the relationship between brand reputation and brand loyalty which found the significant relationship between the two elements (Sengupta et al., 2015; Chang, 2012; Loureiro & Kastenholtz, 2011).

For this study, MAB was chosen as the preferred airline services provider among the respondents even though MAB just suffered double fatal crises in 2014. Before the crisis happened, MAB which formerly known as MAS is the world's best airlines services provider has built their prestige reputation. And because of their glorious reputation, MAB has created numerous of loyal customers around the world especially among the

Malaysian. Although their reputation was slightly tarnished due to the double fatal tragedies in 2014, most of their loyal customers choose to remain loyal and support MAB. The result of this study somehow was influenced by the nationality of the respondents. Among the 384 respondents, 93 per cent are Malaysian. The sense of attachment to the MAB among the Malaysian's respondent influenced the significant relationship between brand reputation and brand loyalty. The loyalty on MAB remains although the brand reputation was tarnished by the tragic fatal crisis in 2014. According to Bruning (1997), in the context of airlines industry, the country-of-origin affect the consumers' evaluation of the service and the evaluation influenced by the national loyalty and ethnocentrism. An ethnocentric consumer will show brand attitudes and purchase intention based on their patriotic emotions, sense of duty to their country (Pecotich & Rosenthal, 2001), to protect the domestic economy and avoid of a cause that may lead to loss of jobs in the country (Makanyeza, 2015). In addition, scholars have claimed that ethnocentric consumers be likely to protect homegrown brands which are strongly connected with local images (Pyun, Kwon, & Lee, 2011). The influence of country-of-origin, national loyalty and ethnocentrism influenced the purchase decision and brand loyalty in the context MAB by Malaysian.

Another factor that influences the significant relationship between brand reputation and brand loyalty is the age of the respondents. Based on the findings, the majority of the respondents' range of age is between 25 years old to 35 years old with 46.4 per cent. These generations are the Millennials. A different generation has a different way of thought on determining the brand loyalty. According to Gurau (2012), for the Millenials,

the factors to maintain the loyalty of the brand are the brand faithfulness and integrity. The Millennials hardly to tolerate the bad brand experiences which lead to the loss of trust and loyalty to the brand. Also, the Millennials loyal to the brands which have a strong connection to their personality and lifestyle as proved by a multi-national research project conducted by Edelman/StrategyOne in 2010. The Millennials more depend on the reference group influence where the information exchange activities are the most activities doing by the Millennials with their peers through Online Social Network (OSNs). Furthermore, the Millennials are stick with civic purpose and are social cause-oriented (Foscht, Schloffer, Maloles, & Chia, 2009; Lazarevic, 2012). The companies must express their mission of being socially responsible and environmentally conscious to the society to gain the loyalty by the Millennials (Lazarevic, 2012; Gurau, 2012; Williams & Page, 2011).

Based on the nationality and the generations factors of this study, it has proved that brand reputation is the most precious intangible asset for every organisation. The excellent reputation history will ensure the loyalty among the consumers on the brand increase. Therefore, it is needed for each organisation concerned very well on building the reputation and keep the good reputation to sustain the brand loyalty by the customers and for the sake of the organisation survival.

5.3.5 Mediating effect of brand reputation

The discussion part will be continued by discussing the mediating effect of brand reputation. As was hypothesised in this study, the H6a stated that brand reputation

mediates the relationship between brand loyalty and brand crisis response strategy and H6b stated that brand reputation mediates the relationship between brand loyalty and corporate rebranding. The findings of this study found that brand reputation mediates the relationship between brand crisis response strategy and brand loyalty ($\beta = 1.639$, $t\text{-value} = 8.391$, $p < 0.05$). Also brand reputation mediates the relationship between corporate rebranding and brand loyalty ($\beta = 0.354$, $t\text{-value} = 4.563$, $p < 0.05$).

For the relationship between brand crisis response strategy and brand loyalty, brand reputation was found leave the effect as full mediation for the relationship by having the VAF value of 100%. By interpreting the outcome of the analysis, it shows that brand crisis responses strategy including primary crisis response strategy and secondary crisis response strategy will influence the brand loyalty if brand reputation is high. If the brand reputation is low, the influence of the brand crisis response strategy to the brand loyalty also will be low. This finding supported the statements claimed by Sengupta et al. (2015), Schlegelmilch (2013), Loureiro and Kastenholz (2011), Selnes (1998) and Milewicz and Herbig (1997) regarding the mediating effect of brand reputation to the brand loyalty and brand crisis response strategy.

This finding contributed to the enhancement of knowledge on the brand reputation as the mediator. There is limited research was done to investigate the effect of the brand reputation as a mediator between brand crisis response strategy and brand loyalty (Bontis et al., 2007). Referring to Situational Crisis Communication Theory (SCCT) which focuses on the relationship of brand crisis response strategy to the brand reputation, this

study was extended the investigation to the brand loyalty and treat the brand reputation as the mediator. Based on the findings, it proved that brand reputation mediated the effect of brand crisis response strategy to the brand loyalty.

Brand reputation also acts as a mediator on the relationship between corporate rebranding and brand loyalty and the effect is partially mediated with the VAF of 79%. The analysis outcome indicates that the corporate rebranding will influence the brand loyalty with the existence of brand reputation as a mediator. This finding supported the findings of the previous study that found the brand reputation has a significant relationship to the corporate rebranding either in the positive effect or negative affect (Roy & Sarkar, 2015; Le et al., 2014; Collange, 2014).

There are arguments among the scholars regarding the effect of brand reputation to the corporate rebranding (Muzellec & Lambkin, 2006; Collange, 2014; Roy & Sarkar, 2015; Le et al., 2014). The findings on the multi-effect (positive or negative) of corporate rebranding to the brand reputation on previous research showed that there is an inconsistent relationship between the corporate rebranding and brand reputation. And the findings of this study proved that brand reputation acted as a mediator on the relationship between the corporate rebranding and brand loyalty. The findings of this study also contributed to increase the knowledge on the corporate rebranding since there is very little academic research on the topic previously (Collange, 2014).

Therefore, as a conclusion of this part, the finding of this study regarding the mediating effect of brand reputation will support the previous research findings on the mediating factor that will influence the brand loyalty especially for the brand which just suffered the brand crisis. The reputation of the organisation will determine the success of brand crisis responses strategy and corporate rebranding.

5.3.6 Importance-Performance Matrix Analysis (IPMA)

The final part of the discussion continued by discussing the outcome of Importance-Performance Matrix Analysis (IPMA). The outcomes of IPMA are to identify the best brand crisis response strategy in sustaining the brand loyalty and repairing the tarnished brand reputation. As was hypothesised in this study [H1(b), H1(c), H1(d), H1(e), H1(f), H1(g), H1(h), H1(i), H1(j), H1(k), H2(b)], the research objective to investigate the best strategy among the brand crisis response strategy and corporate rebranding to sustain the brand loyalty achieved. The outcome revealed that the scapegoat strategy is the best strategy in overcome the brand crisis. Scapegoat strategy is by put a blames on some person or group outside the organisation for the brand crisis (Coombs, 1998).

Scapegoat strategy is the best strategy based on the primary importance and highest performance shows in IPMA followed by victimage strategy. The respondents perceived the two strategies is the best to be implemented by MAB to overcome the brand crisis and sustain the brand loyalty. The finding of the best strategy is affected by the customer's post-crisis judgement and also it depended on the nature of the crisis (Dutta & Pullig, 2011). The MAB's tragic incidents in 2014 were attached in the questionnaire given to

the respondents as an example of brand crisis. For the MAB's tragic incidents of missing MH370 and the crashed of MH17 in 2014 can be classified as victim crisis cluster based on Coombs and Holladay (2013). The example given in the questionnaire influenced the respondent's perception. Therefore, the findings of this study are parallel to the claim by previous scholars stated no consensus on the findings of the best brand crisis response strategy due to the uniqueness and the nature of each crisis (He & Ran, 2015; Dutta & Pullig, 2011).

5.4 Contributions of the Research

Several views concerning the issues of brand loyalty, brand crisis response strategy, and corporate rebranding were discussed throughout this study. To the best of the researcher's knowledge, this research is one of the very few studies that was carried out in brand crisis response strategy in developing countries, mainly focusing on the airlines industry. Moreover, this study contributes to expand the current literature in examining the mediating effect of brand reputation on brand crisis responses strategy namely primary crisis response strategy and secondary crisis response strategy and brand loyalty. Also, by examining the effect of brand reputation on the relationship between corporate rebranding and brand loyalty, the present study contributes to both theoretical and practical. The details of the contributions from this study are as specified in the following sub-sections.

5.4.1 Theoretical contribution

This study contributed to the enhancement of knowledge in brand crisis management. The outcome of this study clarified the influence of successful brand crisis response strategy on the brand reputation focusing on the Malaysian airlines industry. As was discussed in the previous chapter (Chapter 1 and Chapter 2) of this study, there are disagreements among the previous scholars regarding the effect of brand reputation on the crisis management (Sengupta et al., 2015; Schlegelmilch, 2013; Huang, 2011; Rhee, 2009; Coombs & Holladay, 2006; Rhee & Haunschild, 2006; Siomkos, 1999). Based on the response from the flight passengers in the Northern Region of Malaysia, this study found that the brand crisis response strategy has a positive relationship to the brand reputation. This is the first contribution of this study to solve the disagreement among previous scholars regarding the influence of brand reputation to the brand crisis response strategy in the context of the airlines industry in Malaysia.

This contribution is so important to the brand crisis management knowledge because each of the crisis is unique and need the customisation of brand crisis response strategy to overcome the crisis. The combination of primary crisis response strategy which is consist of seven strategies (attack the accuser, denial, scapegoat, excuse, justification, compensation and apology) and secondary crisis response strategy (reminder, ingratiation and victimage) need to be concerned by the organization since all the strategies have significant relationship to rebuild the brand reputation. This is also another contribution to the body of knowledge since most of the previous research only focus on a certain

strategy such as an apology strategy and compensation strategy rather the combination of all the strategies as the reaction to overcome the crisis (Anwar, 2014; Herwati, 2013; Nizar & Frank, 2009; Dawar & Pillutta, 2000). The combination of primary crisis response strategy and secondary crisis response strategy will ensure the correction action will not only focus during the crisis but also after the crisis since the secondary crisis responses strategy is the strategy focusing on the period of post-crisis. These findings contribute to fill the gap of past research which focus on the strategy during the crisis compared to the strategy after the crisis (Herwati, 2013; Balakrishnan, 2011; Coombs, 1999; George & Gary, 1994).

Underpinned by the Situational Crisis Communication Theory (SCCT), this study extended the theory by examining the relationship between brand crisis responses strategy to the brand loyalty. By extending the SCCT to the brand loyalty, it leads to the third theoretical contribution of this study. The findings found that there is a significant relationship between brand crisis response strategy (primary crisis responses strategy and secondary crisis response strategy) and brand loyalty. Brand crisis response strategy has a significant relationship and will influence the brand reputation and it is the remedy to the brand loyalty. There is positive effect of brand crisis response strategy in rebuilding the brand loyalty in the context of the airlines industry in Malaysia.

This study also contributed in fulfilling the gap proposed by Sengupta et al. (2015) which stated that there is less research on brand crisis response strategy in the soft sector or service sector. Based on the airlines industry in Malaysia, this study contributed to the

understanding that brand loyalty can be a shield for an organisation in their survival to overcome the crisis even though the fatal crisis occurs repeatedly in a short interval. The crisis will tarnish the reputation, and it will ruin the loyalty because there is a significant relationship between brand reputation and brand loyalty. The finding of this study found that brand crisis response strategy positively influences the brand reputation and the brand loyalty.

The next contribution of this study is it explains the importance of secondary crisis response strategy including the reminder strategy, ingratiation strategy and victimage strategy which were less focused on the previous study (Coombs, 2013). The combination of primary crisis response strategy and secondary crisis responses strategy is a perfect combination, and it found to have a positive relationship to the brand reputation and brand loyalty. The secondary crisis response strategy which also known as bolstering strategy is the strategy that will help to strengthen the effectiveness of the primary crisis response strategy, and it is focused on the period of post-crisis. Each brand crisis is unique, and there is disagreement among the previous scholars in identifying the best brand crisis response strategy (He & Ran, 2015). Through this study, in the context of Malaysian airline industry, the combination of primary crisis responses strategy and secondary crisis response strategy is found significant in assisting the organisation to repair their tarnished reputation and brand loyalty.

Another theoretical contribution provided by this study is the explanation on the brand reputation as the mediator. Brand reputation was found leave the effect as a mediator

among brand crisis response strategy, corporate rebranding and brand loyalty. As stated by Sengupta et al. (2015), there are limited studies were done to identify the brand reputation as the mediating factors between brand crisis response strategy and brand loyalty. Also, this study contributed to develop the new understanding of the mediation factor between brand loyalty and corporate rebranding as there is less academic research on corporate rebranding even though the number of organisation undergoes corporate rebranding is increasing (Collange, 2014). Therefore, the finding of this study contributed to improve the knowledge regarding the positive mediation factor among brand loyalty, brand crisis response strategy and corporate rebranding in the context of the airlines industry in Malaysia.

5.4.2 Practical contribution

The achieved outcomes from this study do not only fulfil the theoretical academic gap but it also beneficial to the practitioners in the industry. The better understanding on the effect of brand crisis response strategy and corporate rebranding to the brand loyalty may assist the practitioners in decisions making to keep on the organisation's survival. Also, the influence of brand reputation as a mediator can be a basic guideline to the practitioners in structuring the crisis response strategy.

Firstly, the findings of this study have developed a comprehensive strategy as a guideline for an organisation which involved in the crisis to structure the response strategy. The significant relationship between brand crisis response strategy to brand loyalty and brand reputation prove that the ten strategies included in the primary crisis response strategy

and secondary crisis response strategy need to be implemented for the organisation to repair the tarnished loyalty and reputation. The seven strategies of attack the accuser, denial, scapegoat, excuse, justification, compensation, and apology should be implemented during the crisis or as a short-term or immediate strategies and another three strategies of reminder, ingratiation and victimage should be implemented after the crisis or should be considered as a long-term or continuously response strategy. The success of a brand crisis response strategy is based on the strategy implemented during and after the brand crisis (Assiouras et al., 2013; Cleeren et al., 2007). Furthermore, the communication between the organisation and customers after the crisis is vital because it is the key element that will influence the successful brand crisis response strategy (Assiouras et al., 2013). The successful brand crisis response strategy will lead to the improvement of brand reputation, and then brand loyalty can be strengthened after the tarnished brand reputation is repaired. Although, building the brand loyalty is a long time process, and the tarnished brand loyalty is hardly to be restored in a short-term period, but as proved by this study that there is a significant relationship between brand crisis responses strategy and brand loyalty. Therefore, for the organisations involved in the brand crisis need to endure with the comprehensive brand crisis responses strategy consist of primary crisis responses strategy and secondary crisis response strategy to regain the customer loyalty toward the brand.

Secondly, the outcome of two effective relationships between corporate rebranding to the brand loyalty and corporate rebranding to the brand reputation can be a guideline to the practitioners in deciding on implementing the corporate rebranding. This study also

contributes to clear the doubt in the negative effect of corporate rebranding to the brand reputation, and brand loyalty since some of the previous study found that corporate rebranding will break out the pre-existing association feelings between the loyal customer and the brand (Collange, 2014; Gotsi & Andriopoulos, 2007). The corporate rebranding should be considered as an alternative brand crisis response strategy by the organisation because corporate rebranding is an intimation that the organisation is in the process of transformation to enhance their performance and quality (Tsai et al., 2015). Based on the airlines industry in Malaysia, the corporate rebranding was accepted by the customers to enhance the brand reputation and brand loyalty. This knowledge can be referred by the practitioners to undergo the corporate rebranding in response to the crisis.

Thirdly, the findings of the mediating effect in this study can be a reference by the practitioners in the industry. The reputation of the organisation would be a benchmark to the organisation in structuring the response strategy to overcome the crisis. The existent of the mediation effect by brand reputation, it means the successful brand crisis responses strategy will lead to successful brand loyalty, but it is controlled by the element of reputation. It is similar to the corporate rebranding, the success of corporate rebranding will lead to the successful brand loyalty if the reputation is high. And this situation will be adverse if the brand reputation is decreasing. Therefore, based on the context of airlines industry in Malaysia, the practitioner has to be aware that the brand reputation is the key to successful crisis response strategy and the development of customer loyalty.

Fourthly, the practitioners in the industry especially in the context of Malaysia will gain the novel dogma regarding attitude and behavioural of the customers in accepting the crisis. The loyal customers will remain to support their favourite brand and feel a responsibility to help the organisation which suffered the crisis. However, the loyal customers are expecting the organisation to take comprehensive response strategy as high as the level of reputation held by the organisation. The higher the reputation, the more expensive crisis response strategy is expected to be implemented by the organisation. Therefore, the practitioner needs to vigilantly structure the response strategy or else the wrong response strategy will lead to another crisis because the loyal customers will feel be betrayed by the organisation.

Finally, based on this study the important practical contribution to the practitioners in all industries is avoiding the brand crisis is the best strategy for the sustainability and survival of the organisation. Investing in improving the quality of the product or services is more profitable implementation compare to the spending unnecessary expenses in recovering the brand crisis. Forming an effectual brand crisis department in each organisation is a need. Therefore, the crisis can be avoided or can be perceived earlier, and the rectification action can be performed before the crisis getting ungovernable.

5.5 Limitations and Directions for Future Research

Though this study made numerous contributions as mentioned in the previous sections of this chapter, still it is felt that it had some limitations as witnessed in other studies. Firstly, the scope of this study is to examine the relationship between brand crisis

response strategy and corporate rebranding to the brand loyalty in the context of airlines industry in Malaysia. By focusing only on the flight passengers in the three airports in the Northern region of Malaysia, the findings of this study cannot be used to generalise for the whole industry. Every country has a different culture, different ethic and different demographic. The reaction of the brand crisis response strategy might be different, and the effect of the brand crisis to the brand loyalty and brand reputation also might change. Therefore, for the enhancement on the knowledge of brand crisis management, the same study should be done in different countries with different culture, ethics and demographics.

Secondly, this study focused on the airlines industry in Malaysia and is based on the issues of MAB. The findings of this study cannot be implemented in the different sector such as tourism industry, training industry, education industry and financial industry because each crisis is unique and may need a different method in response to the crisis. Furthermore, most of the respondents are Malaysian, and the example of the case used in the questionnaire is MAB, the airline's services provider origin from Malaysia. The response from the respondent might be influenced by origin country of the example case given in the questionnaire. The study might be extending to a different industry, and the elements of origin country should be concerned more in the future. Therefore, the finding will be free of the influence of origin country and specific mechanism for the specific industry can be developed.

Finally, the method of collecting the data for this study by using a personally administered questionnaire distributed in departure hall in each airport makes the researcher gain high incomplete and invalid response. The possibility to gain incomplete and invalid response is due to the time constraint faced by the flight passengers (respondents) who were arrived late in the airport and were rushing to check-in and get on the flight. Also, their focus is more on their journey and not fully ready to participate in any survey. Therefore, for future research, the method of collecting the data can be improved by using another mechanism such as online survey or by emailing the survey questions to the respondents. Therefore, the respondent will be more focused and have plenty time to think very well in giving their response.

5.6 Conclusion

In conclusion, this study expanded the literature in concerning brand loyalty, and brand crisis response strategy (primary crisis response strategy and secondary crisis response strategy) and corporate rebranding. The outcome of this study disclosed that brand crisis response strategy (primary crisis response strategy and secondary crisis response strategy) is significant to the brand loyalty. The brand crisis response strategy positively influences the brand loyalty. In addition, it has a significant relationship to the brand reputation, and it supported the Situational Crisis Communication Theory. This study also revealed that brand reputation has a significant relationship to the brand loyalty. Also, brand reputation mediates the relationship between brand crisis response strategy and brand loyalty. Therefore, this study found that brand crisis response strategy will influence the brand reputation, and it is the remedy for brand loyalty.

The relationship between brand loyalty and corporate rebranding is significant, and it supports the Reciprocity Theory. The corporate rebranding also has a significant relationship to the brand reputation. From this study also, the finding found that the influence of corporate rebranding to the brand loyalty mediated by brand reputation and it proved by the mediation test. The corporate rebranding will have a high impact on the brand loyalty if the brand reputation is high and vice versa.

The framework initially conceptualised for this study, underpinned with the Situational Crisis Communication Theory finally remedies the using variables of brand crisis response strategy (primary crisis responses strategy and secondary crisis response strategy), corporate rebranding, brand reputation and brand loyalty. The findings of this study reflected the theory referred by this study and achieved the objectives of this study.

To conclude, the comprehensive brand crisis response strategy including seven strategies in primary crisis response strategy (attack the accuser, denial, scapegoat, excuse, justification, compensation and apology) and three strategies in secondary crisis response strategy (reminder, ingratiation and victimage) mostly effective to restore the brand loyalty. The organisation also may consider undergoing the corporate rebranding as an alternative crisis response strategy since corporate rebranding is significant to develop brand loyalty, but it relies on the brand reputation of the organisation.

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APPENDICES



APPENDIX A

Approval letter to collect data in the airports

1



Ruj. Kasm: MASR/PP/2/10.1 JLD 11
Tarikh : 22 November 2016

Roslizawati Bt. Ahmad
Pelajar Ptd,
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
06010 Sintok,
Kedah Darul Aman.

Pada,

KEBENARAN UNTUK MENGHEDARKAN SOAL SELIDIK KAJIAN DI LAPANGAN TERBANG ANTARABANGSA PULAU PINANG

Merujuk kepada perkara di atas dan surat pun bertarikh 15 Nov 2016.

2. Sekiranya dimaklumkan bahawa permohonan pun untuk menjalankan kajian penyelidikan ini adalah dibenarkan. Di bahagikan kajian akan dijalankan terhadap penumpang kapal terbang di Lapangan Terbang Antarabangsa Pulau Pinang dari 01 Dis 2016 sehingga 16 Januari 2017. Pihak pun dikehendaki untuk mengisi borang "None Disclosure Agreement" (NDA) yang dilampirkan bersama, borang ini hendaklah diserahkan kepada Pegawai Bertugas.

3. Sila berhubung dengan Pegawai Bertugas di Lapangan Terbang ini melalui talian telefon 94-2520143 atau 012-4145001 bagi pemakluman kaji selidik. Sila laporkan kehadiran anda pada Pegawai Bertugas setiap kali anda menjalankan penyelidikan.

Sekian, terima kasih.

Yang benar,
b.p. MALAYSIA AIRPORTS SDN BHD.,


Hassan Bin Dattar
Pegawai Operasi

s.l.

Pengurus Keselamatan (AVSEC)
Eksekutif Kanan Operasi
Pegawai Bertugas (Operasi)



MALAYSIA AIRPORTS SDN. BHD. (1166114)
Lapangan Terbang Antarabangsa Pulau Pinang, 11000 BAYAN LEPAS, Pulau Pinang, Malaysia
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1



Rujukan: MASB/AS/ADM/23 (113)
Tarikh: 05.01.2017

Rosdzawati Binti Ahmad
Pelejar PhD,
Siswazah Perniagaan Otman Yeop Abdullah
Universiti Utara Malaysia,
06010, Sintok, Kedah Darul Aman.

Puan,

**KEBENARAN UNTUK MENGEDAR SOAL SELIDIK DI LAPANGAN TERBANG
SULTAN ABDUL HALIM**

Dengan hormatnya saya merujuk kepada perkara di atas dan emel puan yang bertarikh
05 Jan 2017 adalah berkaitan.

2. Malaysia Airports mengucapkan ribuan terima kasih kerana pihak puan bersetia
untuk mengedarkan soal selidik di Lapangan Terbang Sultan Abdul Halim Alor Setar
pada:

Tarikh: 01 Disember 2016 hingga 15 Januari 2017

3. Pihak kami tiada halangan untuk mengedarkan soal selidik di kawasan terminal
Lapangan Terbang Sultan Abdul Halim serta di nuangan basel bertapis pada tarikh
sepertimana yang telah ditetapkan.

4. Diharap penyelidikan ini dapat melancarkan perjalanan dan kajian puan.

Sekian, terima kasih.

Yang benar,
b.p. MALAYSIA AIRPORTS SDN BHD

PUTEH BIN RAMLI
Pengurus Lapangan Terbang Sultan Abdul Halim



MALAYSIA AIRPORTS SDN. BHD. (200944-0)
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6/16/2017

Gmail - PERMOHONAN KEBENARAN UNTUK EDAR SOAL SELIDIK KAJIAN DI LAPANGAN TERBANG



roslizawati ahmad <roslizawati.ahmad@gmail.com>

PERMOHONAN KEBENARAN UNTUK EDAR SOAL SELIDIK KAJIAN DI LAPANGAN TERBANG

hamidahk@malaysiaairports.com.my <hamidahk@malaysiaairports.com.my>

29 March 2017 at 15:49

To: roslizawati ahmad <roslizawati.ahmad@gmail.com>

Cc: abdullahh@malaysiaairports.com.my, denialm@malaysiaairports.com.my, azami@malaysiaairports.com.my, wzaini@malaysiaairports.com.my, jovyn@malaysiaairports.com.my, mohdzainol@malaysiaairports.com.my

Wslam

Merujuk kepada perkara di atas.

Pihak pengurusan MAB Langkawi telah memberi kebenaran serta kelulusan kepada pihak puan untuk menjalankan aktiviti survey seperti mana yang dijadualkan.

Sehubungan itu, beberapa perkara dan peraturan perlu di patuhi oleh pihak puan sepanjang tempoh berada di LTAB Langkawi.

1. Pemakaian Pas Keselamatan.

* Boleh di peroleh di Kaunter Pas Keselamatan MAB Langkawi dengan cagaran IO / Kad Pengenalan / Lesen Memandu atau Passport pemohon yang Original.

* Caj RM 2.00 akan dikenakan.

2. Kaji selidik yang dilaksanakan tidak mengganggu mana-mana pihak.

3. Pemakaian yang kemas.

4. Memaklumkan kepada Pegawai Bertugas (Duty Officer) terlebih dahulu sebelum aktiviti di laksanakan.

Untuk sebarang pertanyaan, boleh hubungi saya

Sekian, terima kasih.

Hamidah Kamis
Senior Executive Operations
Operations Division

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APPENDIX B

Set of questionnaire

Serial no:



Dear Respected Respondent,

My name is Roslizawati binti Ahmad, a PhD student of Universiti Utara Malaysia. I am currently conducting a research on examining the relationship between brand loyalty, brand reputation and post crisis response strategy among the airline passengers in Northern Region of Malaysia. I would very much appreciate if you could spend of your valuable time to answer enclosed questions. Your responses are very important and significant to the accuracy of the information pertaining to my research. The information gathered from here is **STRICTLY FOR AN ACADEMIC PURPOSES** only and will be treated **STRICTLY CONFIDENTIAL**. If you have any inquiries, do not hesitate to contact me at:



Roslizawati binti Ahmad
School of Business Management,
Universiti Utara Malaysia,
06010, Sintok, Kedah Darul Aman.
Tel: 011-36311588
E-mail: roslizawatiahmad@gmail.com
or my Supervisor:

Dr Hasnizam bin Shaari
School of Business Management,
Universiti Utara Malaysia,
06010, Sintok, Kedah Darul Aman.
Tel: 04-9284000

Your kind cooperation and participation is highly appreciated. Thank you

ROSLIZAWATI BINTI AHMAD
PhD Student,
School of Business Management,
Universiti Utara Malaysia.

Kepada Responden yang dihormati,

Nama saya Roslizawati binti Ahmad, seorang pelajar PhD di Universiti Utara Malaysia. Saya kini sedang menjalankan penyelidikan mengenai perhubungan antara kesetiaan jenama, reputasi jenama dan strategi tindak balas selepas krisis dikalangan penumpang syarikat penerbangan di Wilayah Utara Malaysia. Saya sangat menghargai sekiranya anda sudi meluangkan masa berharga anda untuk menjawab soal selidik ini. Jawapan anda adalah sangat penting kepada ketepatan maklumat yang berkaitan dengan kajian saya. Maklumat yang dikumpulkan adalah **HANYA UNTUK TUJUAN AKADEMIK SAHAJA** dan ianya adalah **SULIT**. Jika anda mempunyai sebarang pertanyaan, jangan teragak-agak untuk menghubungi saya di:



Roslizawati binti Ahmad
School of Business Management,
Universiti Utara Malaysia,
06010, Sintok, Kedah Darul Aman.
Tel : 011-36311588
E-mail : roslizawati Ahmad@gmail.com
atau Penyelia saya:

Dr. Hasnizam bin Shaari
School of Business Management,
Universiti Utara Malaysia,
06010, Sintok, Kedah Darul Aman.
Tel : 04-9284000

Kesudian dan kerjasama dari anda amat saya hargai. Terima kasih.

ROSLIZAWATI BINTI AHMAD
Pelajar PhD,
School of Business Management ,
Universiti Utara Malaysia.

THE NEWSPAPER

Newspaper.com

THE WORLD'S FAVOURITE NEWSPAPER

9 SEPT 2016

Malaysia Airlines 'technically bankrupt'



Malaysia Airlines is "technically bankrupt", its chief executive has said, as he announced a restructuring programme and plans to cut about 6,000 jobs. The announcement follows the twin air disasters which forced its nationalization last year. The airline said it had "offered jobs" to 14,000 of its 20,000 workforce. The move was expected and follows the appointment of new chief executive Christoph Mueller in May. "We are technically bankrupt," Mr. Mueller told a news conference. "The decline of performance started long before the tragic events of 2014."

The airline is operating as normal and no flights are currently affected. In March last year, Malaysia Airlines flight MH370 disappeared with 239 passengers and crew aboard. The plane is still missing. Four months later, flight MH17 was shot down by a suspected ground-to-air missile while in Ukrainian airspace, with the loss of 298 passengers and crew. The two disasters proved to be the final straw for the already struggling business, which had reported losses for several years as a result of strong regional competition.

BERITA KINI

beritakini.com

AKHBAR TERBAIK DUNIA

9 SEPT 2016

Malaysia Airlines “secara teknikalnya muflis”



Malaysia Airlines “secara teknikalnya muflis”, kata ketua eksekutifnya ketika mengumumkan program penyusunan semula dan merancang untuk mengurangkan kira-kira 6,000 pekerja. Pengumuman itu susulan bencana udara berkenibar yang memaksa nasionalisasinya tahun lepas. Syarikat penerbangan itu berkata ia mempunyai pekerjaan yang ditawarkan sebanyak 14,000, manakala tenaga kerja sedia ada adalah sebanyak 20,000. Langkah itu telah dijangka setelah pelantikan Ketua Eksekutif baru Christoph Mueller pada bulan Mei lalu. “Kami secara teknikalnya telah bankrap,” kata Mueller pada sidang akhbar. “Penurunan prestasi telah bermula sekian lama sebelum peristiwa-peristiwa tragis 2014 lagi.”

Syarikat penerbangan itu beroperasi seperti biasa dan tiada penerbangan yang terjejas. Pada Mac tahun lepas, Malaysia Airlines telah kehilangan MH370 bersama 239 penumpang dan anak kapal. Empat bulan kemudian, penerbangan MH17 telah ditembak jatuh oleh peluru berpandu di ruang udara Ukraine, mengakibatkan kehilangan 298 penumpang dan anak kapal. Kedua-dua bencana ini menjadi kemuncak kepada perniagaan yang sudah lama bermasalah, yang mana telah melaporkan kerugian selama beberapa tahun akibat persaingan serantau yang mencabar.

SECTION C: POST CRISIS RESPONSE STRATEGY/ STRATEGI TINDAK BALAS SELEPAS KRISIS

Using the scale of 1 - 7, please circle the appropriate number that best describe your perception based on the news provided in page 4.

Dengan menggunakan skala 1 - 7, sila bulatkan nombor yang sesuai yang paling menggambarkan persepsi anda berdasarkan keratan akhbar dihalaman 5.

(1= strongly disagree/sangat tidak setuju, 4= natural/natural, 7= strongly agree/sangat setuju)

PC 1 : Primary crisis response strategy PC 1 : Strategi tindak balas krisis utama		Strongly Disagree.....Strongly Agree Sangat TIDAK Setuju..... Sangat Setuju						
PC1	MAS should confront the person or group claiming something is wrong with this airlines carrier. MAS perlu bersemuka dengan orang atau kumpulan yang mendakwa sesuatu yang tidak kena dengan syarikat penerbangan ini.	1	2	3	4	5	6	7
PC2	MAS should attack the accuser or the accusation. MAS perlu menyerang penuduh atau tuduhan itu.	1	2	3	4	5	6	7
PC3	MAS's Crisis Manager should assert that there is no crisis in this airlines carrier. Pengurus Krisis MAS perlu menegaskan bahawa tidak ada krisis dalam syarikat penerbangan ini.	1	2	3	4	5	6	7
PC4	MAS should deny of the accusation. MAS perlu menafikan tuduhan tersebut.	1	2	3	4	5	6	7
PC5	MAS should blame other person or group outside this organization for the crisis happened. MAS perlu menyalahkan orang atau kumpulan lain di luar organisasi ini bagi krisis itu berlaku.	1	2	3	4	5	6	7
PC6	MAS should state that this crisis is a reasonable response to someone else's act or to public policy change. MAS perlu menyatakan bahawa krisis ini adalah tindakbalas yang munasabah untuk perbuatan orang lain atau untuk perubahan dasar awam.	1	2	3	4	5	6	7
PC7	MAS should state that the organization has been framed by irresponsible party. MAS perlu menyatakan bahawa organisasi itu telah diperangkap oleh pihak yang tidak bertanggungjawab.	1	2	3	4	5	6	7
PC8	MAS should state that the company lacked the resources or had no ability to prevent the event from happening. MAS perlu menyatakan bahawa syarikat itu kekurangan sumber atau tidak mempunyai keupayaan untuk mencegah kejadian itu daripada berlaku.	1	2	3	4	5	6	7
PC9	MAS should state that the event stemmed from the corporation's good intentions. MAS perlu menyatakan bahawa peristiwa itu berpunca daripada niat baik organisasi itu.	1	2	3	4	5	6	7
PC 10	MAS should focus on new issues occur after the crisis. MAS perlu memberi tumpuan kepada isu-isu baru berlaku selepas krisis tersebut.	1	2	3	4	5	6	7
PC 11	MAS should show concern and/or sorrow to express the feelings. MAS perlu menunjukkan keprihatinan dan / atau kesedihan untuk meluahkan perasaan.	1	2	3	4	5	6	7

PC 1 : Primary crisis response strategy PC 1 : Strategi tindak balas krisis utama		Strongly Disagree.....Strongly Agree Sangat TIDAK Setuju....Sangat Setuju						
PC 12	MAS should state those others airlines carrier had similar or more offensive crisis events. <i>MAS perlu menyatakan bahawa syarikat penerbangan lain mempunyai peristiwa yang sama atau lebih menyakitkan.</i>	1	2	3	4	5	6	7
PC 13	MAS should explain the cause of this airlines carrier's crisis to the customer. <i>MAS perlu menjelaskan punca krisis itu kepada pelanggan.</i>	1	2	3	4	5	6	7
PC 14	MAS should state that the event is not as serious as outsider views it. <i>MAS perlu menyatakan bahawa krisis itu tidak begitu serius sebagaimana anggapan orang luar.</i>	1	2	3	4	5	6	7
PC 15	MAS should reframe the facets or the causes of the crisis in a more advantageous view. <i>MAS perlu merangka semula aspek atau punca-punca krisis di dalam pandangan yang lebih berfaedah.</i>	1	2	3	4	5	6	7
PC 16	MAS should admit the alleged accusation. <i>MAS perlu mengaku pertuduhan yang dituduh.</i>	1	2	3	4	5	6	7
PC 17	MAS should promise to change the corporate public policy. <i>MAS perlu berjanji untuk mengubah dasar awam korporat.</i>	1	2	3	4	5	6	7
PC 18	MAS should provide the public with instructive information, (e.g., how to react to a crisis in terms of actual behaviour) and adaptive information, (e.g., informing the people how to react to a crisis in terms of psychological reactions). <i>MAS perlu menyediakan orang ramai dengan maklumat berbentuk pengajaran, (contohnya, bagaimana untuk bertindak balas kepada krisis dari segi tingkah laku sebenar) dan maklumat berbentuk penyesuaian, (contohnya, memberitahu rakyat bagaimana untuk bertindak balas kepada krisis dari segi tindak balas psikologi).</i>	1	2	3	4	5	6	7
PC 19	MAS should promise to compensate the victims. <i>MAS perlu berjanji untuk membayar pampasan kepada mangsa.</i>	1	2	3	4	5	6	7
PC 20	MAS should take full responsibility for the crisis and asks for forgiveness. <i>MAS perlu bertanggungjawab sepenuhnya ke atas krisis dan memohon maaf.</i>	1	2	3	4	5	6	7
PC 21	MAS should apologize and/or ask for forgiveness. <i>MAS perlu memohon maaf dan / atau meminta ampun.</i>	1	2	3	4	5	6	7
PC 22	MAS should promise to correct the wrong and/or make proactive actions for the future. <i>MAS perlu berjanji untuk membetulkan yang salah dan / atau membuat tindakan proaktif untuk masa depan.</i>	1	2	3	4	5	6	7

SC 1 : Secondary crisis response strategy SC 1 : Strategi tindak balas krisis kedua		Strongly Disagree.....Strongly Agree/ Sangat TIDAK Setuju.....Sangat Setuju						
SC 1	MAS should offer more price-off promotion to the customers after the crisis. <i>MAS perlu tawar lebih promosi potongan harga kepada pelanggan selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 2	MAS should give more free gifts to their customers after the crisis. <i>MAS perlu memberi hadiah percuma kepada pelanggan mereka selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 3	MAS should offer more coupons to their customers after the crisis. <i>MAS perlu memberi kupon kepada pelanggan mereka selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 4	MAS should offer greater rewards points to be redeemed after the crisis. <i>MAS perlu menawarkan ganjaran mata yang lebih besar untuk ditebus selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 5	MAS should more aggressively advertise their airlines services in media after the crisis. <i>MAS perlu lebih agresif mengiklankan perkhidmatan penerbangan mereka dalam media selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 6	MAS should offer other support to the victims of the crisis personally other than compensation. <i>MAS perlu menawarkan sokongan lain kepada mangsa-mangsa krisis secara peribadi selain daripada pampasan selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 7	MAS should praise the support or loyalty of their customers on their main website after the crisis. <i>MAS perlu memuji sokongan atau kesetiaan pelanggan mereka di laman web utama mereka selepas krisis berlaku.</i>	1	2	3	4	5	6	7
SC 8	MAS should inform that they learn a lot from the customer's feedback. <i>MAS perlu memaklumkan bahawa mereka banyak belajar daripada maklum balas pelanggan.</i>	1	2	3	4	5	6	7
SC 9	MAS should implement most of the improvement suggestion by their customers on their service after the crisis. <i>MAS perlu melaksanakan kebanyakan cadangan penambahbaikan oleh pelanggan mereka pada perkhidmatan mereka selepas krisis berlaku.</i>	1	2	3	4	5	6	7

SC 10	MAS should inform personally to their customer about their previous and current achievements. <i>MAS perlu memaklumkan secara perbadi kepada pelanggan mengenai pencapaian sebelum dan semasa yang telah dicapai.</i>	1	2	3	4	5	6	7
SC 11	MAS should remind the customers that they are also the victim of the crisis. <i>MAS perlu mengingatkan pelanggan bahawa mereka juga adalah mangsa krisis.</i>	1	2	3	4	5	6	7
SC 12	MAS should state they had no ability to prevent the event from happening. <i>MAS perlu menyatakan bahawa mereka tidak mempunyai keupayaan untuk mencegah kejadian ini daripada berlaku.</i>	1	2	3	4	5	6	7
SC 13	MAS should confess that the crisis is normal events and frequently happened to other airlines carrier also. <i>MAS perlu mengakui bahawa krisis ini adalah peristiwa biasa dan sering berlaku kepada dengan syarikat penerbangan lain juga.</i>	1	2	3	4	5	6	7
SC 14	MAS should emphasize their previous positive records and their noble actions as proves that they are NOT intentionally involved in the crisis. <i>MAS perlu menekankan rekod positif mereka sebelum ini dan tindakan mulia mereka sebagai membuktikan bahawa mereka TIDAK sengaja terlibat dalam krisis.</i>	1	2	3	4	5	6	7



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SECTION D: CORPORATE REBRANDING/PENJENAMAAN SEMULA KORPORAT

Using the scale of 1 - 7, please circle the appropriate number that best describe your perception based on the statement given below.

Dengan menggunakan skala 1 - 7, sila bulatkan nombor yang sesuai yang paling menggambarkan persepsi anda berdasarkan kenyataan yang diberi dibawah.

(1= strongly disagree/sangat tidak setuju, 4= natural/natural, 7= strongly agree/sangat setuju)

"On 1 September 2015, Malaysia Airlines started their business as a new entity when its holding company, Malaysian Airline System Berhad (MAS), changed to Malaysia Airlines Berhad (MAB)"

"Pada 1 September 2015, Malaysia Airlines memulakan perniagaan mereka sebagai entiti baru apabila syarikat induknya, Malaysian Airline System Berhad (MAS), ditukar kepada Malaysia Airlines Berhad (MAB)"

CR 1 : Corporate rebranding CR 1 : Penjenamaan semula korporat		Strongly Disagree Strongly Agree/ Sangat TIDAK Setuju Sangat Setuju						
CR1	I prefer MAB brand name than MAS brand name. Saya lebih suka jenama MAB daripada jenama MAS.	1	2	3	4	5	6	7
CR2	I think MAB is a positive brand name. Saya rasa MAB adalah nama jenama yang positif.	1	2	3	4	5	6	7
CR3	I think MAB is a favourable brand name. Saya rasa MAB adalah nama jenama yang digemari.	1	2	3	4	5	6	7
CR4	I think MAB is a good brand name. Saya rasa MAB adalah nama jenama yang baik.	1	2	3	4	5	6	7
CR5	I know very much about airline services. Saya tahu banyak mengenai perkhidmatan syarikat penerbangan.	1	2	3	4	5	6	7
CR6	I am experienced in using airline services. Saya adalah seorang yang berpengalaman dalam menggunakan perkhidmatan syarikat penerbangan.	1	2	3	4	5	6	7
CR7	I am informed about the airlines services-related information. Saya sedia maklum mengenai maklumat syarikat penerbangan perkhidmatan yang berkaitan.	1	2	3	4	5	6	7
CR8	Compared with average, I am an expert airlines services user. Secara purata, saya adalah pengguna yang pakar mengenai syarikat penerbangan.	1	2	3	4	5	6	7
CR9	I like MAB. Saya suka MAB.	1	2	3	4	5	6	7
CR 10	My overall opinion on MAB is positive. Pada pendapat saya secara keseluruhan di MAB adalah positif.	1	2	3	4	5	6	7
CR 11	I think MAB is a good brand. Saya rasa MAB adalah satu jenama yang baik.	1	2	3	4	5	6	7
CR 12	I will choose MAB the next time to fly. Saya akan memilih MAB untuk penerbangan pada masa akan datang.	1	2	3	4	5	6	7

SECTION E: DEMOGRAPHIC INFORMATION/ MAKLUMAT DEMOGRAFI

Please tick (✓) at appropriate box that suit yourself.
Sila tandakan (✓) pada kotak yang berkenaan dengan anda.

What is your gender? Apakah jantina anda?	<input type="checkbox"/> Male/ Lelaki	<input type="checkbox"/> Female/Perempuan
What is your age? Berapakah umur anda?	<input type="checkbox"/> 25-35 <input type="checkbox"/> 47-57	<input type="checkbox"/> 36-46 <input type="checkbox"/> 57 and above/57 dan lebih
What is your citizenship? Apakah kerakyatan anda?	<input type="checkbox"/> Malaysia	<input type="checkbox"/> Non Malaysia/bukan Malaysia
What is your education level? Apakah tahap pendidikan anda?	<input type="checkbox"/> High school/Menengah <input type="checkbox"/> Master/Ijazah Sarjana	<input type="checkbox"/> Bachelor degree/Ijazah Sarjana Muda <input type="checkbox"/> PhD/ Doktor Falsafah
Please specify your race. Sila nyatakan keturunan anda.	<input type="checkbox"/> Malay/Melayu <input type="checkbox"/> India	<input type="checkbox"/> Chinese/ Cina <input type="checkbox"/> Others/ Lain-lain
What is your current job? Apakah pekerjaan anda sekarang?	<input type="checkbox"/> Government servant/ Kakitangan kerajaan <input type="checkbox"/> Self-employed/ Bekerja sendiri	<input type="checkbox"/> Private sector / Pekerja sektor swasta <input type="checkbox"/> Retired/ Pesara
What category best describe your monthly income?/Apakah kategori pendapatan anda?	<input type="checkbox"/> < RM2000 <input type="checkbox"/> RM 4001 – RM 6000	<input type="checkbox"/> RM2001 – RM 4000 <input type="checkbox"/> > RM6000
Please specify your preferable airline company/Sila nyatakan syarikat penerbangan kegemaran anda.	<input type="checkbox"/> MAS <input type="checkbox"/> Others, please specify/ Lain-lain, sila nyatakan	<input type="checkbox"/> Air Asia
How often you use airline service? Berapa kerap anda menggunakan perkhidmatan syarikat penerbangan?	<input type="checkbox"/> At least once in a week/Seminggu sekali <input type="checkbox"/> At least once in a month/ Sebulan sekali <input type="checkbox"/> At least once in a year/ Setahun sekali	
How did you first hear about MAS's crisis? Bagaimana anda pertama kali mendengar mengenai krisis MAS?	<input type="checkbox"/> TV <input type="checkbox"/> Newspaper/Surat khabar <input type="checkbox"/> Word of mouth/ mulut ke mulut <input type="checkbox"/> Others, please specify/ Lain-lain, sila nyatakan.	<input type="checkbox"/> Radio <input type="checkbox"/> Magazine/Majalah <input type="checkbox"/> Internet

THANK YOU VERY MUCH FOR YOUR ASSISTANCE IN COMPLETING THIS QUESTIONNAIRE.

TERIMA KASIH DIATAS BANTUAN ANDA UNTUK MENGGISI SOAL SELIDIK INI.

APPENDIX C

Reliability result for pilot test

1. Brand Loyalty

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.917	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Brand Loyalty 1	28.10	58.714	.876	.865	.888
Brand Loyalty 2	28.47	63.223	.870	.872	.888
Brand Loyalty 3	28.27	71.099	.573	.433	.921
Brand Loyalty 4	28.30	67.666	.784	.697	.898
Brand Loyalty 5	28.23	68.944	.742	.660	.902
Brand Loyalty 6	27.47	72.189	.715	.711	.906
Brand Loyalty 7	27.77	75.013	.680	.705	.910

2. Brand reputation

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.812	.857	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Brand Reputation 1	46.30	45.183	.749	.719	.771
Brand Reputation 2	46.60	42.524	.701	.762	.769
Brand Reputation 3	48.50	63.500	-.349	.271	.903
Brand Reputation 4	46.23	43.771	.824	.812	.761
Brand Reputation 5	45.87	45.292	.706	.741	.774
Brand Reputation 6	46.37	44.516	.785	.725	.766
Brand Reputation 7	45.87	46.051	.699	.696	.776
Brand Reputation 8	46.03	46.654	.681	.665	.779
Brand Reputation 9	46.60	41.076	.795	.750	.756
Brand Reputation 10	46.33	52.782	.112	.176	.839

3. Primary crisis response strategy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.780	.797	22

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Primary Crisis Response Strategy 1	98.54	168.110	.352	.906	.771
Primary Crisis Response Strategy 2	97.64	161.497	.484	.948	.761
Primary Crisis Response Strategy 3	97.46	171.962	.313	.953	.773
Primary Crisis Response Strategy 4	99.00	175.333	.220	.916	.778
Primary Crisis Response Strategy 5	97.93	162.143	.518	.957	.759
Primary Crisis Response Strategy 6	98.25	174.565	.198	.954	.781
Primary Crisis Response Strategy 7	97.57	165.143	.452	.896	.764
Primary Crisis Response Strategy 8	98.11	169.433	.330	.962	.772
Primary Crisis Response Strategy 9	96.32	166.004	.595	.910	.759

Primary Crisis Response Strategy 10	96.43	166.476	.510	.855	.762
Primary Crisis Response Strategy 11	97.75	159.602	.687	.944	.751
PrimaryCrisis Response Strategy 12	95.86	164.127	.601	.917	.757
Primary Crisis Response Strategy 13	98.14	178.720	.099	.935	.787
PrimaryCrisis Response Strategy 14	96.14	172.201	.338	.894	.772
Primary Crisis Response Strategy 15	98.00	172.741	.264	.967	.776
Primary Crisis Response Strategy 16	96.64	173.053	.317	.924	.773
Primary Crisis Response Strategy 17	96.50	171.963	.348	.864	.771
Primary Crisis Response Strategy 18	95.89	169.803	.518	.918	.764
PrimaryCrisis Response Strategy 19	96.82	185.115	-.049	.932	.799
PrimaryCrisis Response Strategy 20	96.54	180.258	.066	.965	.789
Primary Crisis Response Strategy 21	95.79	184.101	.007	.938	.788
Primary Crisis Response Strategy 22	96.18	172.671	.415	.799	.769

4. Secondary crisis response strategy

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.821	.848	14

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Secondary Crisis Response Strategy 1	67.46	92.554	.557	.957	.801
Secondary Crisis Response Strategy 2	67.36	92.831	.552	.962	.801
Secondary Crisis Response Strategy 3	67.18	90.671	.588	.799	.798
Secondary Crisis Response Strategy 4	66.46	98.406	.643	.836	.800
Secondary Crisis Response Strategy 5	66.54	97.962	.599	.818	.801
Secondary Crisis Response Strategy 6	66.29	99.841	.640	.930	.802
Secondary Crisis Response Strategy 7	66.39	98.766	.622	.927	.801
Secondary Crisis Response Strategy 8	66.64	98.460	.577	.780	.803

Secondary Crisis Response Strategy 9	66.93	95.847	.663	.697	.797
Secondary Crisis Response Strategy 10	67.18	93.041	.631	.592	.796
Secondary Crisis Response Strategy 11	67.46	104.036	.171	.597	.833
Secondary Crisis Response Strategy 12	68.57	99.069	.302	.623	.823
Secondary Crisis Response Strategy 13	66.79	96.249	.494	.649	.806
Secondary Crisis Response Strategy 14	69.86	117.757	-.234	.460	.858



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5. Corporate rebranding

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.845	.823	12

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Corporate Rebranding 1	43.59	89.823	.628	.798	.824
Corporate Rebranding 2	42.90	84.310	.779	.873	.811
Corporate Rebranding 3	43.38	85.458	.775	.953	.812
Corporate Rebranding 4	43.17	84.219	.765	.953	.812
Corporate Rebranding 5	41.72	108.350	.017	.582	.863
Corporate Rebranding 6	40.83	109.362	-.023	.817	.865
Corporate Rebranding 7	41.28	108.707	.018	.871	.860
Corporate Rebranding 8	42.03	97.534	.413	.609	.840
Corporate Rebranding 9	42.72	85.421	.783	.922	.811
Corporate Rebranding 10	42.24	92.190	.598	.758	.827
Corporate Rebranding 11	42.52	85.901	.757	.929	.813
Corporate Rebranding 12	41.90	95.953	.442	.716	.839

APPENDIX D

Independent Sample t-test

Independent Samples Test

			Levene's Test for Equality of Variances		t-test for Equality of Means				
			F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
IV1	Equal variances assumed		1.086	.298	.794	381	.428	.09181	.111
	Equal variances not assumed				.802	258.385	.423	.09181	.111
IV2	Equal variances assumed		3.605	.058	.025	382	.980	.00279	.111
	Equal variances not assumed				.026	282.344	.979	.00279	.111
IV3	Equal variances assumed		.019	.892	-.790	382	.430	-.10840	.111
	Equal variances not assumed				-.790	254.655	.430	-.10840	.111
MV	Equal variances assumed		.006	.939	-.460	380	.646	-.03532	.050
	Equal variances not assumed				-.457	248.633	.648	-.03532	.050
DV	Equal variances assumed		2.441	.119	.868	382	.386	.13672	.111
	Equal variances not assumed				.894	275.838	.372	.13672	.111

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APPENDIX E

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
BL1 <- BL	0.888098	0.889326	0.020612	0.020612	43.086247
BL1 <- Attitude	0.936961	0.938089	0.012238	0.012238	76.561683
BL2 <- BL	0.881084	0.882287	0.023389	0.023389	37.670209
BL2 <- Attitude	0.937738	0.938397	0.011969	0.011969	78.349260
BL3 <- BL	0.793044	0.790952	0.042540	0.042540	18.642127
BL3 <- Attitude	0.857423	0.855043	0.034884	0.034884	24.579441
BL4 <- BL	0.899978	0.900357	0.021142	0.021142	42.569050
BL4 <- Behaviour	0.876005	0.875982	0.023763	0.023763	36.864352
BL5 <- BL	0.822585	0.822420	0.042404	0.042404	19.398547
BL5 <- Behaviour	0.848819	0.848612	0.034748	0.034748	24.427676
BL6 <- BL	0.851948	0.849382	0.036535	0.036535	23.318461
BL6 <- Behaviour	0.919843	0.918179	0.022572	0.022572	40.751501
BL7 <- BL	0.849301	0.846841	0.036146	0.036146	23.496576

BL7 <- Behaviour	0.918396	0.916864	0.020563	0.020563	44.661834
BR1 <- BR	0.732217	0.731609	0.060969	0.060969	12.009688
BR10 <- BR	0.881382	0.883162	0.019461	0.019461	45.290659
BR2 <- BR	0.663018	0.661409	0.082918	0.082918	7.996072
BR3 <- BR	0.884100	0.885776	0.018976	0.018976	46.590069
BR4 <- BR	0.867100	0.869626	0.025493	0.025493	34.013320
BR5 <- BR	0.746177	0.744522	0.047693	0.047693	15.645328
BR6 <- BR	0.868755	0.869994	0.029346	0.029346	29.604372
BR7 <- BR	0.782895	0.783032	0.049393	0.049393	15.850301
BR8 <- BR	0.765021	0.767382	0.056135	0.056135	13.628157
BR9 <- BR	0.693929	0.691549	0.070854	0.070854	9.793820
CR1 <- CR	0.767757	0.770713	0.053374	0.053374	14.384566
CR10 <- CR	0.738388	0.739370	0.057029	0.057029	12.947657
CR11 <-	0.514753	0.514471	0.113884	0.113884	4.519963

CR					
CR12 <-	0.511029	0.510981	0.114417	0.114417	4.466365
CR					
CR2 <-	0.762063	0.762064	0.056161	0.056161	13.569320
CR					
CR3 <-	0.663847	0.661815	0.082805	0.082805	8.016999
CR					
CR4 <-	0.825407	0.826899	0.034243	0.034243	24.104360
CR					
CR5 <-	0.824390	0.825984	0.035605	0.035605	23.153515
CR					
CR6 <-	0.735201	0.733712	0.047424	0.047424	15.502555
CR					
CR7 <-	0.863048	0.864817	0.026980	0.026980	31.989007
CR					
CR8 <-	0.781816	0.782526	0.048867	0.048867	15.998728
CR					
CR9 <-	0.836780	0.837361	0.043749	0.043749	19.126860
CR					
PC1 <- BCRS	0.876193	0.877716	0.036642	0.036642	23.912420
PC10 <- BCRS	0.889704	0.891557	0.019161	0.019161	46.433760
PC11 <- BCRS	0.886380	0.887972	0.022649	0.022649	39.135198
PC12 <- BCRS	0.774251	0.771861	0.044689	0.044689	17.325285
PC13 <- BCRS	0.867094	0.867618	0.031561	0.031561	27.473824

PC14 <- BCRS	0.769421	0.769712	0.052450	0.052450	14.669489
PC15 <- BCRS	0.719506	0.722733	0.063465	0.063465	11.336970
PC16 <- BCRS	0.650671	0.649936	0.073801	0.073801	8.816516
PC17 <- BCRS	0.888220	0.890011	0.019743	0.019743	44.988836
PC18 <- BCRS	0.699294	0.698288	0.066673	0.066673	10.488374
PC19 <- BCRS	0.628106	0.626533	0.087041	0.087041	7.216180
PC2 <- BCRS	0.878022	0.879674	0.030060	0.030060	29.209011
PC20 <- BCRS	0.865120	0.867347	0.035086	0.035086	24.657399
PC21 <- BCRS	0.877135	0.878475	0.027565	0.027565	31.820561
PC22 <- BCRS	0.763741	0.760845	0.052845	0.052845	14.452465
PC3 <- BCRS	0.774212	0.771616	0.044378	0.044378	17.446008
PC4 <- BCRS	0.877534	0.878429	0.027045	0.027045	32.447133
PC5 <- BCRS	0.771103	0.771365	0.052040	0.052040	14.817527
PC6 <- BCRS	0.806855	0.806593	0.039857	0.039857	20.243949
PC7 <- BCRS	0.671221	0.672685	0.065796	0.065796	10.201552
PC8 <- BCRS	0.684879	0.685951	0.071685	0.071685	9.554028
PC9 <- BCRS	0.625218	0.622576	0.089047	0.089047	7.021205

SC1 <- BCRS	0.702211	0.701041	0.067154	0.067154	10.456716
SC10 <- BCRS	0.887454	0.889629	0.018955	0.018955	46.818440
SC11 <- BCRS	0.889417	0.891277	0.018552	0.018552	47.942675
SC12 <- BCRS	0.892562	0.894134	0.020821	0.020821	42.867430
SC13 <- BCRS	0.780911	0.778184	0.043051	0.043051	18.139145
SC14 <- BCRS	0.871138	0.873303	0.028630	0.028630	30.427590
SC2 <- BCRS	0.623378	0.621558	0.087612	0.087612	7.115195
SC3 <- BCRS	0.878479	0.881377	0.030119	0.030119	29.167222
SC4 <- BCRS	0.878528	0.879950	0.027281	0.027281	32.203187
SC5 <- BCRS	0.776125	0.773785	0.044434	0.044434	17.466811
SC6 <- BCRS	0.856415	0.857148	0.042817	0.042817	20.001602
SC7 <- BCRS	0.736578	0.737735	0.064767	0.064767	11.372796
SC8 <- BCRS	0.710748	0.715368	0.069237	0.069237	10.265381
SC9 <- BCRS	0.650211	0.649054	0.073917	0.073917	8.796492

APPENDIX F

Average Variance Extracted (AVE)

	AVE
Attitude	0.830807
BCRS	0.629860
BL	0.732526
BR	0.627730
Behaviour	0.794361
CR	0.553329

Composite Reliability (CR)

	CR
Attitude	0.936330
BCRS	0.983723
BL	0.950343
BR	0.943501
Behaviour	0.939151
CR	0.935601

APPENDIX G

Cross Loading

Variables		Attitude	BCRS	BL	BR	Behaviour	CR
Brand Loyalty (BL)	BL1	0.936961	0.677838	0.888098	0.673862	0.772236	0.658323
	BL1	0.936961	0.677838	0.888098	0.673862	0.772236	0.658323
	BL2	0.937738	0.675715	0.881084	0.662058	0.759740	0.650954
	BL2	0.937738	0.675715	0.881084	0.662058	0.759740	0.650954
	BL3	0.857423	0.626782	0.793044	0.608830	0.672697	0.617170
	BL3	0.857423	0.626782	0.793044	0.608830	0.672697	0.617170
	BL4	0.829783	0.677469	0.899978	0.678748	0.876005	0.694100
	BL4	0.829783	0.677469	0.899978	0.678748	0.876005	0.694100
	BL5	0.698341	0.585688	0.822585	0.600312	0.848819	0.615847
	BL5	0.698341	0.585688	0.822585	0.600312	0.848819	0.615847
	BL6	0.673408	0.615493	0.851948	0.619041	0.919843	0.668342
	BL6	0.673408	0.615493	0.851948	0.619041	0.919843	0.668342
	BL7	0.669741	0.594853	0.849301	0.596042	0.918396	0.646282
	BL7	0.669741	0.594853	0.849301	0.596042	0.918396	0.646282
Brand Reputation (BR)	BR1	0.464135	0.709210	0.543634	0.732217	0.559462	0.761519
	BR10	0.671834	0.892352	0.631181	0.881382	0.544252	0.832988
	BR2	0.410862	0.645318	0.450659	0.663018	0.443164	0.674433
	BR3	0.677350	0.896230	0.638090	0.884100	0.551665	0.837946
	BR4	0.701591	0.890092	0.657616	0.867100	0.565805	0.830789
	BR5	0.625707	0.775594	0.565209	0.746177	0.467845	0.729441
	BR6	0.611739	0.873465	0.683057	0.868755	0.679129	0.859939
	BR7	0.506917	0.769802	0.627504	0.782895	0.667973	0.777383
	BR8	0.493721	0.725041	0.579209	0.765021	0.596000	0.770199

Brand Crisis Response Strategy (BCRS)	BR9	0.395299	0.650591	0.451888	0.693929	0.457301	0.669903
	PC1	0.661640	0.876193	0.621164	0.862083	0.535265	0.817302
	PC10	0.668105	0.889704	0.633811	0.877358	0.551651	0.831120
	PC11	0.695415	0.886380	0.653156	0.863832	0.563089	0.825374
	PC12	0.624226	0.774251	0.564004	0.745000	0.466959	0.728551
	PC13	0.606128	0.867094	0.676957	0.861922	0.673150	0.852777
	PC14	0.504372	0.769421	0.625867	0.782758	0.667171	0.776950
	PC15	0.489029	0.719506	0.573935	0.759143	0.590732	0.762937
	PC16	0.396623	0.650671	0.452453	0.693051	0.457190	0.669183
	PC17	0.663158	0.888220	0.625357	0.876524	0.541233	0.829378
	PC18	0.459706	0.699294	0.531011	0.716721	0.541397	0.743584
	PC19	0.403627	0.628106	0.435343	0.640237	0.422754	0.649415
	PC2	0.688857	0.878022	0.641783	0.855470	0.548891	0.819577
	PC20	0.639425	0.865120	0.600234	0.849650	0.517162	0.801464
	PC21	0.695092	0.877135	0.649581	0.852249	0.557276	0.814972
	PC22	0.631580	0.763741	0.572004	0.733251	0.474822	0.712597
	PC3	0.621152	0.774212	0.565169	0.746480	0.471439	0.726861
	PC4	0.619781	0.877534	0.686919	0.869887	0.679341	0.865907
	PC5	0.511602	0.771103	0.630176	0.781869	0.668805	0.782210
	PC6	0.538626	0.806855	0.673264	0.802854	0.721740	0.844426
	PC7	0.442497	0.671221	0.501676	0.675394	0.505122	0.730579
	PC8	0.445166	0.684879	0.522379	0.705684	0.538238	0.734824
	PC9	0.393084	0.625218	0.432509	0.641823	0.426266	0.653060
	SC1	0.460233	0.702211	0.533838	0.720108	0.545825	0.748020
	SC10	0.665216	0.887454	0.624622	0.876254	0.538301	0.827677
	SC11	0.672052	0.889417	0.634996	0.876851	0.550570	0.831098
	SC12	0.704027	0.892562	0.661756	0.869359	0.570950	0.834946

	SC13	0.629744	0.780911	0.571469	0.751678	0.475317	0.733870
	SC14	0.615458	0.871138	0.681905	0.862822	0.674221	0.860097
	SC2	0.396432	0.623378	0.430226	0.635474	0.419778	0.646454
	SC3	0.657343	0.878479	0.619395	0.863546	0.535626	0.816728
	SC4	0.692822	0.878528	0.645815	0.854062	0.552641	0.816361
	SC5	0.626396	0.776125	0.565733	0.746252	0.468201	0.727351
	SC6	0.597680	0.856415	0.666310	0.850024	0.661706	0.839733
	SC7	0.477208	0.736578	0.597412	0.747810	0.640193	0.745096
	SC8	0.483522	0.710748	0.569535	0.747723	0.587579	0.755478
	SC9	0.395900	0.650211	0.451803	0.693294	0.456692	0.669236
Corporate Rebranding (CR)	CR1	0.490148	0.721674	0.575576	0.761551	0.592636	0.767757
	CR10	0.429444	0.674359	0.491462	0.679119	0.498037	0.738388
	CR11	0.326007	0.407400	0.350403	0.418718	0.338883	0.514753
	CR12	0.334206	0.403781	0.355660	0.416009	0.341358	0.511029
	CR2	0.464662	0.709255	0.543831	0.732229	0.559372	0.762063
	CR3	0.397189	0.632109	0.436836	0.650468	0.430420	0.663847
	CR4	0.665656	0.873912	0.626253	0.861920	0.540758	0.825407
	CR5	0.719311	0.869449	0.676527	0.848016	0.583955	0.824390
	CR6	0.636706	0.778776	0.580722	0.750023	0.485580	0.735201
	CR7	0.619950	0.870726	0.692618	0.864435	0.688919	0.863048
	CR8	0.517448	0.768927	0.635773	0.779822	0.673709	0.781816
	CR9	0.542280	0.797792	0.675729	0.793335	0.723110	0.836780

APPENDIX H

Fornell-Larcker Criterion

	Attitude	BCRS	BL	BR	Behaviour	CR
Attitude	1.000000					
BCRS	0.724631	1.000000				
BL	0.938260	0.744525	1.000000			
BR	0.711886	0.995390	0.741940	1.000000		
Behaviour	0.807717	0.695370	0.961796	0.701013	1.000000	
CR	0.704629	0.977009	0.759953	0.980346	0.737491	1.000000

APPENDIX L

Construct Cross Validated Redundancy

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Brand Loyalty	384.0000	13.1050	0.9659
Brand Reputation	384.0000	5.3992	0.9859



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